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Frederick, John Hutchinson
Title:
Increasing your sales through the use of...
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Frederick, John H.

Increasing Your Sales ...

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Increasing Your Sales

through the use of

AWA

Public
Merchandise
Warehouses

◆

THE problems of distribution are the chief concern of American business in this year of intense competition, 1930. Serving business through the savings which we are able to effect in the distribution of merchandise, the American Warehousemen's Association dedicates this booklet to those thousands of manufacturers—large, small, growing!—who by experience have found A. W. A. public merchandise warehouses the most economical channel for the distribution of their merchandise.

Increasing Your Sales

Through the Use of A.W.A. Public Merchandise Warehouses

A study of Public Merchandise Warehouses and their services in distribution, by

JOHN H. FREDERICK, PH. D.
Assistant Professor of Commerce & Transportation
Wharton School of Finance and Commerce
University of Pennsylvania

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AMERICAN WAREHOUSEMEN'S ASSOCIATION
Chicago, Illinois

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Chicago, Illinois

Business
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AMERICAN TOBACCO CO.
ARGO STARCH
AUNT JEMIMA MILLS
BATTLE CREEK FOODS
BEECH-NUT
BON AMI
BORDEN
CALIFORNIA PACKING CO.
CAMPBELL'S SOUPS
CARNATION MILK
CHASE & SANBORN
CHEVROLET
COLGATE
COMET RICE
CREAM OF WHEAT
EASTMAN KODAK
FEDERAL MATCH
FLEISCHMAN CO.
FLIT
GENERAL FOODS CORPORATION
HERSHEY CHOCOLATE
HOOSIER KITCHEN CABINETS
HOOVER SWEEPERS
HORLICK'S MALTED MILK
IVORY SOAP
JELL-O
KARO
KELLOGG'S
KOTEX
KLEENEX
LINIT
LUX
LIFEBUOY SOAP
LUDEN'S COUGH DROPS
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MAJESTIC
MELLIN'S FOOD
NATIONAL CARBON CO.
NECCO SWEETS
PALMOLIVE
PILLSBURY FLOUR
POSTUM
QUAKER OATS
RINSO
ROYAL BAKING POWDER
SHREDDED WHEAT
STANDARD BRANDS, INC.
SUN-MAID RAISINS
TANGLEFOOT
UNION CARBIDE
VACUUM OIL
VICK'S VAPO-RUB

Among users of A. W. A. public merchandise warehouses are some of the greatest names in American business. The men who make and market these products are the nation's foremost merchandising experts. Surely their methods are worthy of study.

Because these nationally-known manufacturers have so successfully used A. W. A. public merchandise warehouses for many years to distribute their products economically, we feel that our plan of distribution may possibly help you. To that end, the functions of our member warehouses are described in this booklet.

AMERICAN WAREHOUSEMEN'S ASSOCIATION
Public Merchandise Warehouse Division

To Manufacturers in Search of Profitable Markets

RIGHT now you probably know of many existing sales opportunities . . . if only you had spot stocks in marketing centers throughout the country—territories which you'd like to develop, but have not cultivated because you have no "branch" there. And you feel you cannot afford the expense or the man-power to organize a branch.

If that is your situation, A. W. A. Public Merchandise Warehouses offer an economical solution to your difficulty:

Send on your goods and your salesmen, and A. W. A. Warehouses will do everything for you that your own branch house could do in the physical distribution of your goods! And they'll do it for less than it would cost you to operate a branch!

Complete "Branch House" Service

They will receive your merchandise in carload or less-than-carload lots . . . store it for you at their member warehouses in any of 125 cities throughout the United States, Canada, Cuba, Hawaii . . . and will then distribute your goods for you as you wish.

They will receive orders from your home office, your salesmen or your customers . . . mark and ship your goods on the day the order is received . . . using your name as shipper to preserve your identity with your customers. If you wish, they will make "store door delivery" in any or all of their 125 cities and suburbs . . . and provide for store door delivery in the smaller towns of the respective trade territories. Your representatives may arrange to use their warehouse offices for receiving mail and telephone calls, if you wish!

They will report all shipments or deliveries of your merchandise as they are made; and follow it at the close of each month's business with a stock report. If you furnish a list of your customers whose requisitions are to be honored direct, they can save days of time in filling orders.

Important Freight Savings

And wherever you are now shipping your goods in less-than-carload lots, they can help you arrange for carload shipments to a central market . . . then break up your carloads into smaller lots for reshipment a short distance to final destination. Your saving in freight will be large and you will speed up delivery by days or weeks.

This is the sort of thing A. W. A. member warehouses are doing every day of the year for many of the country's largest manufacturers . . . the great concerns listed on page 2, as well as important distributors of raw materials, bulk goods, metals and many unusual items. It is not uncommon for an A. W. A. Public Merchandise Warehouse to receive a shipment of silk valued at thousands of dollars on the same day that canned goods, radios, sheet aluminum and household ammonia come in. The up-to-date manufacturer is advertising that prompt delivery can be made of his goods. "Prompt shipment from the factory" may *sound* well; but the retailers and jobbers of today are more interested in *"prompt delivery."* This latter is assured when spot stocks are carried in A. W. A. Public Merchandise Warehouses.

What Is An "A.W. A." Public Merchandise Warehouse?

THE A. W. A. Public Merchandise Warehouse is a specialized type of warehouse which is used for the storage of merchandise by manufacturers or other shippers until it is required by retailers, distributors or consumers. Such a warehouse is a service link between the producer and consumer, in some respects similar to a bank or clearing house. Goods circulate through public merchandise warehouses, or are deposited there for safekeeping and held at the demand of the depositor. A. W. A. Public Merchandise Warehouses are essentially *distribution warehouses* since goods, as a rule, do not remain in them for any great length of time.

Warehouses in the A. W. A. ("American Warehousemen's Association") have been elected to membership because of their known reliability, their efficiency as warehousemen and the suitability and excellence of their equipment. Founded in 1891, the A. W. A. includes in its membership leading merchandise warehouses of the United States, Canada, Cuba and Hawaii. With the motto "Our Integrity Is Your Security" as its foundation principle, the A. W. A. has developed merchandise warehousing on a high plane of service to the public.

Besides the *Public Merchandise Warehouses* just described, and with which this booklet deals, there are several other types of warehouses which should be defined briefly in order to avoid confusion. These are:

Private Warehouses: Operated by merchants or manufacturers for the storage of their own merchandise.

Household Goods and Furniture Warehouses: For the storage of personal property. Not to be confused

with merchandise (distribution) warehouses, since property stored in Household Goods Warehouses usually remains there some time.

Cold Storage Warehouses: For the storage principally of perishable foods.

Special Commodity Warehouses: Such as grain elevators, cotton, tobacco and wool warehouses.

Bonded Warehouses: For the storage of all kinds of commodities or merchandise on which a tax (internal revenue tax or import duty) must be paid before they are released. Sometimes Public Merchandise Warehouses have bonded departments or sections.

The Place of A.W.A. Public Merchandise Warehouses in the Modern Distribution System

IN this "high pressure" era of hand-to-mouth buying, small inventories and rapid turnover, wholesalers and retailers "want what they want when they want it." The carrying of strategically-located spot stocks by manufacturers has within recent years become of increasing importance in the battle for business. By "spot stocks" is meant stocks of goods which are shipped from the manufacturer and held or stored as his property at a center where the manufacturer feels the goods will be needed to supply consumer demand. The "spot stock" is, therefore, *a distinct stock of goods set aside for a definite market*. It is by no means the same thing as a surplus stock at the factory.

Modern Merchandising Requires Spot Stocks

Retailers have shifted the carrying of stocks back to the middlemen; and they, in turn, have passed the burden back to the manufacturers. The A. W. A. Public Merchandise Warehouse of today has grown out of this need for storage space and distribution facilities by manufacturers. Some manufacturers go so far as to say that under present conditions, with retailers demanding quick stock turnovers and spot stocks to draw upon, the Public Merchandise Warehouse is absolutely vital to the conduct of their business and that they probably could not survive except through the use of such services.

The modern retailer or distributor usually does business on a small amount of working capital. Retailers can not limit themselves to small stocks, with resultant rapid turnovers, unless they can secure goods whenever they want them. Someone has to be responsible for getting the goods within easy reach of the retailer, for carrying the financial burden and for undergoing the necessary risk. The jobber or wholesaler is of great assistance in some lines; but the manufacturer has to do more than the jobber can if he is really going to put turnover within the reach of the retailer. Under distribution conditions as they exist today leading manufacturers recognize the following facts:

(1) Through systematic and organized effort, goods must be placed at their approximate destination before the sale is made to the retailer.
(2) Retailers must always have goods on hand. For a manufacturer to allow his retailers to be "out of stock" means lost sales, and encourages the evils of substitution. Old and regular users of a product may, through substitution, become permanently lost as customers.
(3) When there is a heavy advertising expenditure on the part of manufacturers, goods must be kept constantly on the retailers' shelves or a good part of such expenditure will be wasted.
(4) Turnover for the stock of the manufacturer is exactly as important as is turnover for the retailer or jobber.

Manufacturers who make use of A. W. A. Public Merchandise Warehouses are establishing these four principles by locating spot stocks at various markets throughout the country so that the jobber and retailer can obtain the merchandise as needed, week by week or day by day.

A. W. A. Public Merchandise Warehouses Are Modern, Clean, Efficient, Well-Managed

The Services Rendered by A.W. A. Public Merchandise Warehouses

MEMBER warehouses of the A. W. A. help manufacturers in many ways, as shown by the chart on the following page. All these services supplement and strengthen the manufacturer's selling activities, as well as save him money.

Storage and Delivery Services

The principal service offered by A. W. A. Public Merchandise Warehouses is that of providing suitable and proper storage (usually supplemented by local delivery services) for a manufacturer's products. Merchandise storage is a science—it has progressed far beyond the mere piling of goods in any old building that is fit for nothing else.

A. W. A. warehousemen guarantee to the owner of the goods that the merchandise is where the warehouse receipt says it is—that such merchandise is in a certain place with its quantity and condition unchanged.

By warehousing only with A. W. A. members, manufacturers assure themselves of integrity on the part of the warehouseman in receiving, storing and handling merchandise. To become a member of the A. W. A., a warehouseman must have had at least two years experience in the business of public warehousing and must meet stringent requirements as to his financial responsibility, good reputation and ethical business conduct. Each member of the Association has been subjected to careful investigation not only through members of the industry, but through the usual channels of credit information. Applications for membership require a majority vote of the Association's Executive Committee. Thus does the Association, as a body, insure the truthfulness of its motto: "Our Integrity Is Your Security."

And to this motto, modern developments in merchandising plus the extension of A. W. A. warehouse facilities, now add a new slogan: "Our Facilties Are Your Opportunity." Opportunity to sell more goods through better service . . . opportunity to supervise credit more closely . . . opportunity to effect important economies throughout the distribution process.

The use of A. W. A. storage facilities equalizes production by steadily absorbing the manufacturers' output and at the same time eliminating the necessity of providing much storage space at the points of origin. This is an especially valuable service in the case of seasonal commodities on which provisional storage space would be an idle investment during the greater part of the year.

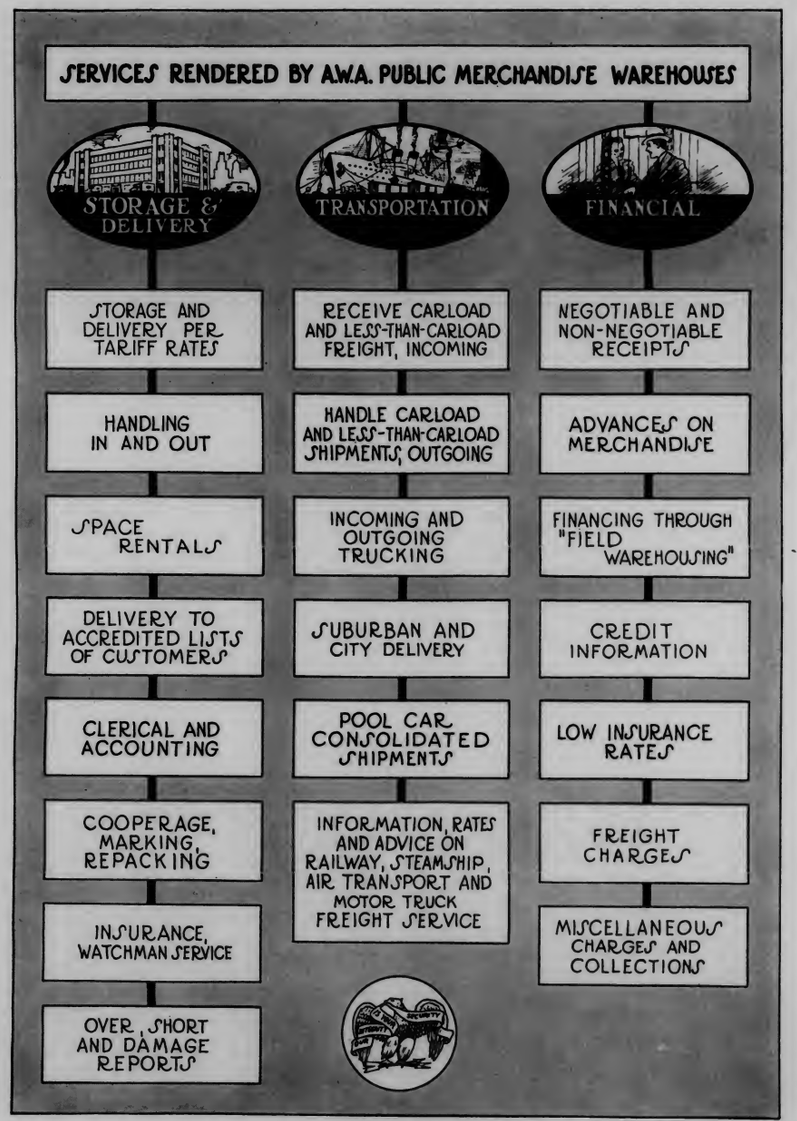
Store Surplus Production

In any event it is not always advisable for manufacturers to provide all their own storage facilities if their product is such that it cannot be forced on the market evenly throughout the year, or if their production cannot be diversified so as to operate their plants without interruption. It is seldom wise to store all surplus production at the plant—as to do so involves an investment in buildings and maintenance which would only be in use a portion of the year. A serious fire, flood or storm could wipe out the entire surplus stock if left at the plant.

The A. W. A. Public Merchandise Warehouses provide places where manufacturers can keep spot stocks for their customers who regard the availability of such convenient stocks as so desirable that they are often willing to pay a premium (more than equal to the cost of warehousing the goods) for the additional service. Under such circumstances the manufacturer is in a good position to add a sufficient amount to the list price of his goods for delivery "ex-warehouse" to pay for the cost of warehousing the goods—and to give himself an additional profit.

Retailers today demand quick deliveries from job-

Your Goods Are Handled by Experienced Warehouse Employees; and Delivered in Modern Trucks


SERVICES RENDERED BY A.W.A. PUBLIC MERCHANDISE WAREHOUSES
STORAGE & DELIVERY
TRANSPORTATION
FINANCIAL
STORAGE AND DELIVERY PER TARIFF RATES
HANDLING IN AND OUT
SPACE RENTALS
DELIVERY TO ACCREDITED LISTS OF CUSTOMERS
CLERICAL AND ACCOUNTING
COOPERAGE, MARKING, REPACKING
INSURANCE, WATCHMAN SERVICE
OVER, SHORT AND DAMAGE REPORTS
RECEIVE CARLOAD AND LESS-THAN-CARLOAD FREIGHT, INCOMING
HANDLE CARLOAD AND LESS-THAN-CARLOAD SHIPMENTS, OUTGOING
INCOMING AND OUTGOING TRUCKING
SUBURBAN AND CITY DELIVERY
POOL CAR CONSOLIDATED SHIPMENTS
INFORMATION, RATES AND ADVICE ON RAILWAY, STEAMSHIP, AIR TRANSPORT AND MOTOR TRUCK FREIGHT SERVICE
NEGOTIABLE AND NON-NEGOTIABLE RECEIPTS
ADVANCES ON MERCHANDISE
FINANCING THROUGH "FIELD WAREHOUSING"
CREDIT INFORMATION
LOW INSURANCE RATES
FREIGHT CHARGES
MISCELLANEOUS CHARGES AND COLLECTIONS

bers; and they in turn are demanding almost the same shipping support from manufacturers. Consequently, since most wholesalers handle highly competitive lines and work on a close margin, a demand for spot stocks has arisen.

Another important service rendered by A. W. A. warehouses is to assist a manufacturer in extending credit intelligently. A. W. A. warehousemen are reliable sources of credit information on your customers and prospective customers.

The "Accredited List"

Many manufacturers supply A. W. A. Public Merchandise Warehouses with lists of customers who are in good credit standing, and whose orders for merchandise may be filled at the warehouse without first going to the home office of the manufacturer. This system—known as "The Accredited List"—saves a delay of several days as compared with sending the orders to the home office for approval. In addition the manufacturer gains, because all first class credit risks will endeavor to preserve their credit standing in order to obtain this service. The poor credit risk, on the other hand, is also aided—since the system permits him to buy more often and in small quantities, with the assurance of sufficient stocks of merchandise close at hand to take care of any demand which may suddenly arise. The poor risk thus has no incentive to buy in larger quantities than the volume of his business warrants. Both he and the manufacturer are saved time and embarrassment.

When such a list of accredited customers in the hands of an A. W. A. Public Merchandise Warehouse is used to its fullest extent, the following advantages are present:

(1) The manufacturer's market is always supplied with goods.
(2) Consignment selling is avoided.
(3) Large open accounts are avoided.
(4) Orders come to the warehouse and stocks are depleted therein only as the goods are sold by jobbers or retailers—not on their estimates as to demand.
(5) The manufacturer has a definite check on where his business is going.

Reducing the Evils of Consignment Selling

One of the most important uses of A. W. A. Public Merchandise Warehouses, as practiced by alert and progressive manufacturers, is to control consignment selling. Too well does the manufacturer know the evils of consignment—that pernicious trade practice which permits dealers to "gamble with the manufacturer's money." Says H. A. Haring in a recent magazine article: "Stripped of its technical verbiage, the consignment contract means that the seller ships his goods to the consignee to be charged to you and paid for if you can sell them; to be returned, if you can't."

Out of this agreement flow many evils: the constant temptation to delay reports of actual sales, to swell inventories of goods on hand, to be careless with the goods themselves. Dealers returning consigned goods charge back the freight originally paid, and make the re-shipment with charges to be collected. The selling expense becomes a dead loss; and the salesman who is debited for commission already paid lets out a loud howl—although the commission now appears as unearned. Dealers in commodities subject to price fluctuation take advantage of the consignment seller at every turn: they cancel or ask for allowances if prices go down—they ask for invoices when prices go up, then perhaps advertise price-cuts and give away the profit. Buyers everywhere pride themselves on their "standing" with salesmen which enables them to get "protection at the old price."

Use of A. W. A. Public Merchandise Warehouses reduces the evils of consignment selling by providing adequate control. Title to the goods remains with the manufacturer so long as the goods remain in the warehouse. Dealers withdraw supplies only as fast as they can sell them. The manufacturer's sales figures are not inflated because the goods are not withdrawn from the warehouse stock until *sold* to the retailer, at which time they may be invoiced outright. A dealer doing a brisk business in a commodity cannot defer sales reports, as he can when goods are consigned to him. To get more merchandise, he must get it from the warehouse. The warehouse reports the withdrawal at once to the manufacturer, who bills immediately.

C. O. D. Sales and Deliveries

Another important storage and delivery service of A. W. A. warehouses is in connection with C. O. D. deliveries. Acting on instructions from the owner of the goods, the warehouse will make any collections desired, upon delivery. These collections may include reshipping charges, express charges, etc., as well as the cost of the merchandise. On out-of-town shipments, the warehouse will make invoices or draw drafts for such collections.

More important from a sales standpoint is the use of A. W. A. warehouses *to increase sales to the C. O. D. market.* Much business can be secured through this plan which would otherwise not be obtainable.

Storage in Transit

Storage in transit is another service that is offered by A. W. A. Public Merchandise Warehouses to the modern manufacturer or producer of raw materials. This is an arrangement whereby the carriers in many cases permit the producer to ship a carload of goods from his factory to a warehouse with the privilege of storing the goods for a period of a year or less at the warehouse. The manufacturer then has the privilege of shipping the goods forward in the same general direction on the through freight rate from the factory (point of origin) to the final destination. This is a very valuable privilege, as it permits a considerable saving in freight rates.

There are many other storage and delivery services of A. W. A. Warehouses which a manufacturer may

use to advantage. For instance, the warehouses will care for the necessary marking for redistribution (using the manufacturers name whenever desired), the repacking of goods when requested, and at all times attend to any cooperage, re-conditioning or re-invoicing that is necessary. Many A. W. A. warehouses provide display rooms where samples of stored products are placed for the inspection of customers. It must be borne in mind that all these services are furnished at minimum charges.

Beside the necessity of carrying spot stocks, a secondary purpose in warehousing goods at strategic points throughout the country is for protection of a manufacturer's market in case of fire at the factory or a shut down due to labor troubles. If goods are all stored at the plant under such conditions, they are not available at the very time when most needed.

The use of A. W. A. Public Merchandise Warehouses is also a safeguard for manufacturers against moral risks. Manufacturers often face a definite percentage of shrinkage due to thefts from their surplus factory stocks by irresponsible employees. This is avoided when the goods are warehoused independently. A. W. A. warehousemen make it their business to prevent theft. They maintain rigid watchman service, exercise great care in handling merchandise, employ the highest type of responsible workmen and as a result experience no losses from theft. When goods are stored by individual manufacturers, however, inventories are necessary to determine whether the merchandise actually exists.

An increasing number of manufacturers find it advisable and profitable to use A. W. A. Public Merchandise Warehouses *in their home cities* for the storage of surplus output, unusual quantities of raw material, or goods in process. Rather than invest heavily in buildings which are empty many months during the year, these shrewd manufacturers use A. W. A. Warehouses for temporary storage. The principle is sound, and deserves careful study by every manufacturer—particularly the manufacturer of seasonable merchandise.

A Summary of Storage and Delivery Services

Summarizing the storage and delivery services rendered by A. W. A. Public Merchandise Warehouses, the manufacturer finds this imposing list:

1. These responsible, reliable warehouses are located in every distribution center of importance.

2. They furnish all necessary facilities and services required for spot-stock distribution of raw materials, manufactured articles and service parts of every kind.

3. They supply trained, experienced personnel to perform all the details of handling, storing, assembling orders, marking, packing, record-keeping, shipping and delivery—including pool-car handling and distribution, carload and less-than-carload shipments, consolidated shipments, city and suburban delivery, truck shipments, steamer shipments, etc.

4. They carry complete stocks for manufacturers, keeping different items and different grades of merchandise separated.

5. They store such merchandise in modern buildings with low insurance rates and adequate fire protection, equipped with the most modern devices and methods for scientific and economical storing and handling of merchandise.

6. They are located on railroad sidings or at steamship docks, with facilities for inbound and outbound carloadings. Inland warehouses are usually located at the trade centers of their particular cities.

7. They act in a branch house capacity for manufacturers, doing everything that the manufacturer himself could do in the physical distribution of his merchandise—and at less cost. Not only do they store and distribute the manufacturer's goods, but they can receive the manufacturer's mail and handle his orders . . . secure listing in local telephone directories, using the manufacturer's name and the warehouse telephone number . . . provide display space for merchandise samples, and office space for salesmen.

8. They will issue negotiable or non-negotiable warehouse receipts when desired; so that the manufacturer may borrow against stored goods.

9. They will keep an approved credit list as authorized by the manufacturer (known as "The Accredited List"); and will release merchandise (up to set limits) to jobbers and retailers on this list, without waiting to have the manufacturer's office approve the order. This saves delay, speeds delivery.

10. They will draw sightdrafts in favor of the manufacturer, if desired, when shipments are made from warehoused stock.

11. They enable the manufacturer to advertise to the jobbing and retail trade of any particular district that a stock is available for delivery on short notice. This meets small-order buying conditions as they exist today.

THE HOOVER COMPANY
Manufacturers of Electric Suction Sweepers
North Canton, Ohio
R. S. Welsch, *Traffic Manager*

"We use public merchandise warehouses for economic distribution of our commodity, and find that service to our dealers is increased practically 100%.

"We warehouse in eleven of the largest cities in the United States and are well satisfied with the service results obtained from a sales standpoint."

12. They will supply jobbing lists, and in many cases, dealer lists by zones, in the cities in which they are located. Through their knowledge of local conditions, traditions and prejudices, they will assist the manufacturer's sales department and salesmen in many ways—often giving invaluable counsel which a new branch manager, a stranger in the city, could not obtain.

13. They will provide local trucking data, such as routes, lines and rates. Traffic managers of warehouses not only know about all details of the old-established local freight service by rail or water, but they keep in touch with the rapidly-developing motor truck and air-transport lines. The A. W. A. warehouses are the natural sources of traffic information in any locality.

14. They provide *flexibility* in storage space. The manufacturer pays only for the space he uses—whether it is for a hundred cases or ten thousand. A. W. A. warehouse space may be expanded or contracted in any market as sales grow or fall off, without making a contract and without advance arrangement.

15. They charge for their services on the basis of *units of goods handled*—these being also the units used in selling: per case, barrel, ton, etc. The manufacturer thus knows his warehouse and handling costs *per unit* in a manner not possible when he does his own handling, with a constantly shifting overhead. Warehouse costs are always uniform *per unit*. When a manufacturer operates his own branch house, his costs *per unit* vary with the tide of business.

16. They enable manufacturers to establish multiple spot stocks without added costs. A hundred warehouse stocks in different localities cost the same (roughly speaking) as a dozen. The only difference is the record work at the home office. For this reason, progressive manufacturers using A. W. A. warehouses usually establish more warehouse stocks than sales agencies.

Transportation Services by A.W. A. Warehouses

For nearly every commodity there is a considerable difference between carload and less-than-carload freight rates on general merchandise. Commodities which take the first class rating in less-than-carload amounts often take third-class or lower rating in carload quantities. The difference in the freight charges on a quantity of goods is frequently sufficient to pay all storage and handling costs, without reference to the other services that are obtained in warehouse distribution.

Pool Cars Effect Freight Savings

The Public Merchandise Warehouse renders a distinct service to manufacturers and other shippers by receiving goods in carloads (often termed "pool cars") and then distributing them in smaller quantities to jobbers or retailers—by direct delivery within the city where located, or by reshipping in less-than-carload lots to points near-by. Thus the Warehouse effects a very real saving in freight charges.

In an address to the Domestic Distribution Group at the annual meeting of the Chamber of Commerce of the United States in May, 1923, it was stated that by consolidating into one carload several long distance, separate shipments of washing machines, and then consigning the car to a Public Merchandise Warehouse for reshipment in less-than-carload lots, the savings earned paid all costs of transportation, all costs of handling for re-shipping locally, all costs of distribution except selling—and in addition, a material percentage as unexpected profit!

This is but a single instance, although many others could be cited, and suggests the advisability of careful study on the part of manufacturers to determine how their present area of business might be covered more economically or even enlarged through the using this particular service of A. W. A. Public Merchandise Warehouses.

In addition to the saving in actual freight charges there is considerable saving of time in shipping in carload lots to A. W. A. Public Merchandise Warehouses for distribution, since delays in transit to which less-than-carload freight is subject, are avoided. Loss and damage claims may also be reduced because car lots travel in through trains by direct routes and carload shipments are handled a minimum number of times and are not so exposed to damage and pilferage. In addition, goods moving in carload lots may be loaded directly into cars and the expense of individual marking is thereby saved.

Economies in Empty Containers

Through the use of A. W. A. Public Merchandise Warehouses there may also be a saving on empty container shipments. A large number of commodities require shipment in drums or barrels which are often returned to the manufacturer for refilling. Usually these containers are of such a character that considerable saving is accomplished by the use of warehouse

BEECH-NUT PACKING COMPANY
Canajoharie, New York
W. W. Barnes, *Traffic Manager*

"We use public merchandise warehouses because they answer a need which we cannot supply with our own distribution facilities. The public warehouse also is always in position to relieve us of stock which we could not conveniently warehouse at the home plant. We believe that no national distributor can afford not to use the public merchandise warehouses."

distributing facilities. An illustration of this is shipping a product such as glucose in drums from Baltimore to Chicago for distribution in Chicago. This could be much more effectively handled, and at less cost, by shipping the glucose in tank cars to an A. W. A. warehouse in Chicago, filling the drums from the tank cars at the warehouse, and distributing the commodity in drums to the jobber, retailer, or manufacturer. Such a method not only reduces transportation costs, but also decreases depreciation of equipment by lessening the wear and tear upon containers.

Not only do A. W. A. Public Merchandise Warehouses handle incoming freight, breaking up carlot and pool car merchandise for delivery or re-shipment within the territory by rail or water; but they also make arrangements for truck shipments of outgoing merchandise when desired. Many inter-city trucking lines now offer express service plus store-door delivery *at freight rates*. Where available, this service often has distinct advantages. Traffic managers of A. W. A. warehouses keep fully informed on these services, and gladly advise shippers as to their use, upon request.

Many A.W.A. warehouses maintain their own trucks and drays for suburban and city delivery—offering speedy service, sometimes as often as twice daily. Or they have working arrangements with local transfer lines which give prompt service at reasonable rates.

NEW ENGLAND CONFECTIONERY COMPANY
"Necco Sweets"
254 Massachusetts Ave., Cambridge, Mass.
CHARLES E. BUTMAN, *Traffic Manager*

"I find the public warehouses of your Association very reliable, and an efficient instrumentality for the prompt and economical distribution of our pool cars."

Financial Services by A.W. A. Warehouses

UNDER present distribution conditions, A. W. A. Public Merchandise Warehouses are able to render valuable financial services to manufacturers. Chief of these is the issuance of warehouse receipts which may be used by the manufacturer as collateral for loans.

Whenever goods are placed in storage, the A. W. A. warehouse issues a memorandum or receipt to the owner, on which is a complete description of the merchandise. The receipt also shows when the goods were received, the freight bill number and car number, any charges for coopering or weighing, any advances made for cartage or transportation, and the handling and storage rates.

These receipts are of two kinds: negotiable and non-negotiable. If desired, the receipt may be used as collateral for credit, and frequently loans up to 70 per cent of the value of the commodity stored are granted. This is not unusual on staple goods. Especially on seasonable products are such loans important, for they permit the manufacturer to produce goods, ship them to a warehouse in a distributing center, and be relieved of the large capital tie-up by making use of the credit facilities offered and placing his receipt as collateral.

Whether or not a receipt is negotiable is stamped across its face. On the back of the negotiable instrument are the spaces for indorsement. This is the only difference, generally, in the form of the two kinds of receipts.

COLGATE & COMPANY
105 Hudson, Jersey City, New Jersey
HENRY W. JOHNSTON, *Traffic Manager*

"We use public warehouses largely because we are able to render the trade better service by doing so. The small buyer cannot or will not wait for factory shipments. This is especially true in the larger cities of the country where competition is particularly keen. Even the very largest buyers who ordinarily take care of their requirements by carload purchases, frequently run short on certain items, and they, as well as we, have come to depend upon taking care of emergency calls from concerns of this sort by releasing the goods from local warehouses.

"Another function which the public warehouse serves is that of taking care of surplus stocks. We have, of course, reasonably large storage facilities of our own at or near the points of manufacture, but there are certain times of the year when production runs ahead of sales. Rather than disturb production schedules we take care of temporary excesses of finished goods by placing them in public warehouses. It is easy to appreciate that it would be economically unsound for us, or any other producer so situated, to attempt to take care of such temporary surpluses by maintaining private warehouse facilities which would be used only a very small part of the time."

THE HOOSIER MFG. COMPANY
Manufacturers of Kitchen Cabinets
New Castle, Indiana
C. V. WAKE, *Traffic Manager*

"Maintaining as we do, warehouse stocks in a number of warehouses in different sections of the country, we have found such practice a material aid in distribution and a plan well worthy of the serious consideration of any manufacturer."

Use of Negotiable Receipts

The manufacturer, canner, packer or owner of goods may turn over to an A. W. A. Public Merchandise Warehouseman the whole or any part of his stock of marketable goods, and receive a *negotiable* warehouse receipt that guarantees protection and safe keeping. The owner then endorses the receipt over to his bank and surrenders it—whereupon the bank will open an acceptance credit. When the accepted drafts (bankers' acceptances) which have been drawn on the bank by its customer, are sold in the discount market, the equivalent funds are made available to the owner of the warehoused goods.

A disadvantage of the *negotiable* warehouse receipt, from the banker's and storer's standpoint, is that the receipt must be surrendered to the warehouse for the endorsement of each partial delivery. This is frequently inconvenient.

Advantages of Non-Negotiable Receipts

A more convenient method is for the manufacturer or storer to arrange for credit at the bank, and then store his goods in the warehouse *for the account of the bank*. Thereupon a *non-negotiable* warehouse receipt is issued in the name of the bank. Partial deliveries are then made on a written order from the banker, the receipt itself remaining in the custody of the bank.

This method of financing is most desirable from a banker's standpoint, and is of real benefit to the manufacturer, canner, packer, or producer who owns the warehoused goods. Such owners are able to offer their bankers prime collateral and secure credit at the lowest possible rate of interest.

Warehoused Goods Are Segregated Assets

Warehoused goods, by becoming segregated assets, are available for loans in a manner not possible while they are merged with the owner's general assets. When warehoused with an A. W. A. Public Merchandise Warehouse, such goods are available for loans beyond the bank's ten per cent legal limit. They also enjoy the Federal Reserve Bank's preferential rediscount rate. These definite advantages react not only to the benefit of the large, well-established manufacturer, but particularly to the small and growing business which seriously needs additional capital. By securing loans with warehoused stocks, manufacturers may get immediate and generous assitance during periods of financial stringency. In no other way could such favorable loans be secured.

Another financial aspect of the service rendered by A. W. A. Public Merchandise Warehouses is in the field of insurance. There is generally a considerable saving to manufacturers for insurance on goods which have been warehoused, since A. W. A. Public Merchandise Warehouses generally are fire-proof and equipped with sprinkler systems. They employ efficient watchmen. This means that the insurance rates for a public warehouse are usually lower than on any other place of storage. The insurance feature also increases the value of the warehouse receipt as collateral.

The warehouse receipt is an important instrument in credit transactions today. For any maufacturer or shipper who desires to avoid heavy capital investment which does not permit flexibility of use, it is a direct means of obtaining necessary working capital based upon actual available output as the guaranty of payment. Many warehouse companies will frequently advance loans upon commodities stored. Such loans are rediscounted by the company at its bank.

Warehouse Receipt a Credit Instrument

When goods are placed in storage prior to and subject to order of various jobbers or retailers, the amount of money held out of use— dependent upon the value of the commodities stored—is generally a large sum. Short-time loans readily available upon presentation of proper documents immediately bring these goods into the credit structure, and permit the owner to eliminate any seasonal trend or large "peaks and valleys" in his costs of production and distribution. A manufacturer of hats or gloves, for example, would find it costly to attempt to produce his goods just when demand called for the product. By such production methods costs are at a maximum. If the manufac-

POSTUM COMPANY, INC
Battle Creek, Michigan
E. C. NETTLES, *General Traffic Manager*

"With the very many different companies now owned and controlled by the General Foods Corporation, naturally the warehouse situation is one of most vital interest to all concerned, as the distribution of goods in territories adjacent to jobbing centers requires prompt and satisfactory handling. We have found that the storage of our products in practically every warehouse with which we have had any connection has proven most satisfactory both to ourselves and to our patrons.

"We cannot understand how any well-organized company doing a nation-wide business can keep in touch with its patrons in a satisfactory manner except through the instrumentality of the public warehouse, and this can be done generally at less expense and in a more businesslike manner than for a concern itself to undertake the warehousing and distributing of its own products.

"We have no hesitation in saying that all of the warehouses of the American Warehousemen's Association, with which we had any business relations, have been very satisfactory."

turer has an even production and during months of weak demand stores his goods, he need not bear the burden of capital tie-up. That is what banks are for, and the warehouse receipt is a bona fide credit instrument.

"Field Warehousing"

Warehouses make it possible for manufacturers to borrow additional working capital at the lowest possible rates of interest through "field warehousing," by which branch public warehouses are created right in the manufacturer's own plant or on his premises, warehouse receipts then being issued against the inventory, and all withdrawals, additions, etc., made under the supervision of the A. W. A. Public Merchandise Warehouseman who establishes the "field warehouse."

This type of warehousing is comparatively a new development, used prinicpally in the canning and petroleum industries. The goods are stored at or near the point of production, where no transportation cost is added to the cost of production. Primarily this phase of warehousing is for financing purposes, rather than distribution.

The Advantages of A.W. A. Public Merchandise Warehouses as Compared to Manufacturers' Private Warehouses

AN unbiased discussion of this question must be based on the admission that both public and private warehouses have various advantages one over the other. The question at issue, then, is whether or not the advantages of one are of more importance than those of the other.

At present the concensus of opinion among manufacturers seems to be that it is not always advisable for a producer to erect his own storage facilities, at least not for the total of his surplus production. This decision has been reached because of the fact that the erection of private warehouses necessitates a large investment in buildings with the consequent maintenance costs. Moreover such private warehouses, if erected, would in most cases be used to store surplus goods during only a portion of the year; and would have periods of idleness during which time their operation would entail unnecessary expense.

Through the use of A. W. A. Public Merchandise Warehouses the manufacturer is in a position to store his goods economically and at the same time attain a degree of continuity in the operation of his plant which would not otherwise be possible.

Warehouses Meet Demands of National Distribution

The use of A. W. A. Public Merchandise Warehouses has been a process of gradual evolution from the older methods of doing business. (See Charts on page 13.) The change became apparent when manufacturers were confronted with the problem of attaining national distribution. The concerns doing business over the entire country found it necessary to establish branch sales agencies; and later, to meet the requirements of modern small-order buying, stocks of goods for quick delivery were added. The jobbers, the retailers and the public demanded and expected quick delivery. If it was not forthcoming a competitor was sure to secure the business. Slow delivery from a distant factory would no longer be tolerated.

At first the sales agencies carried their stocks of goods in a store-room on the same premises as the office. But high rents soon compelled the separation of the store-room from the office and display rooms. Today this tendency is even more marked; so that most of the factory branches or agencies are now located in the business district of a city, with their warehouses further and further distant from the center. It is at this point that the manufacturer must decide whether he is going to provide his own branch warehousing facilities or use the services of A. W. A. Public Merchandise Warehouses.

When such store-rooms are privately operated they require supervision on the part of the manufacturer's staff. In addition to the expenses for a staff of help, there are other costs: such as rent, cost of mechanical equipment and supplies and other items which constitute unavoidable overhead charges. This cost of maintenance is approximately the same whether the private warehouse is kept full or only partly full of goods.

A Salesman, Yes—But No Manager!

Moreover, the question of a suitable manager arises. It has been the experience of many manufacturers that the qualities of mangement are seldom to be found in a salesman. A good branch *sales manager* often makes a poor *branch warehouse manager*. Consequently, unless a manufacturer does a business sufficiently large to warrant an independent warehouse organization, the private warehouse will only be a source of worry and expense entirely out of proportion to its value. The realization of this fact has caused many manufacturers to avail themselves of the services of A. W. A. Public Merchandise Warehouses. Further, many manufacturers who wish to open branch houses are often unable to spare from their home office organizations the key executives who could make such a branch successful.

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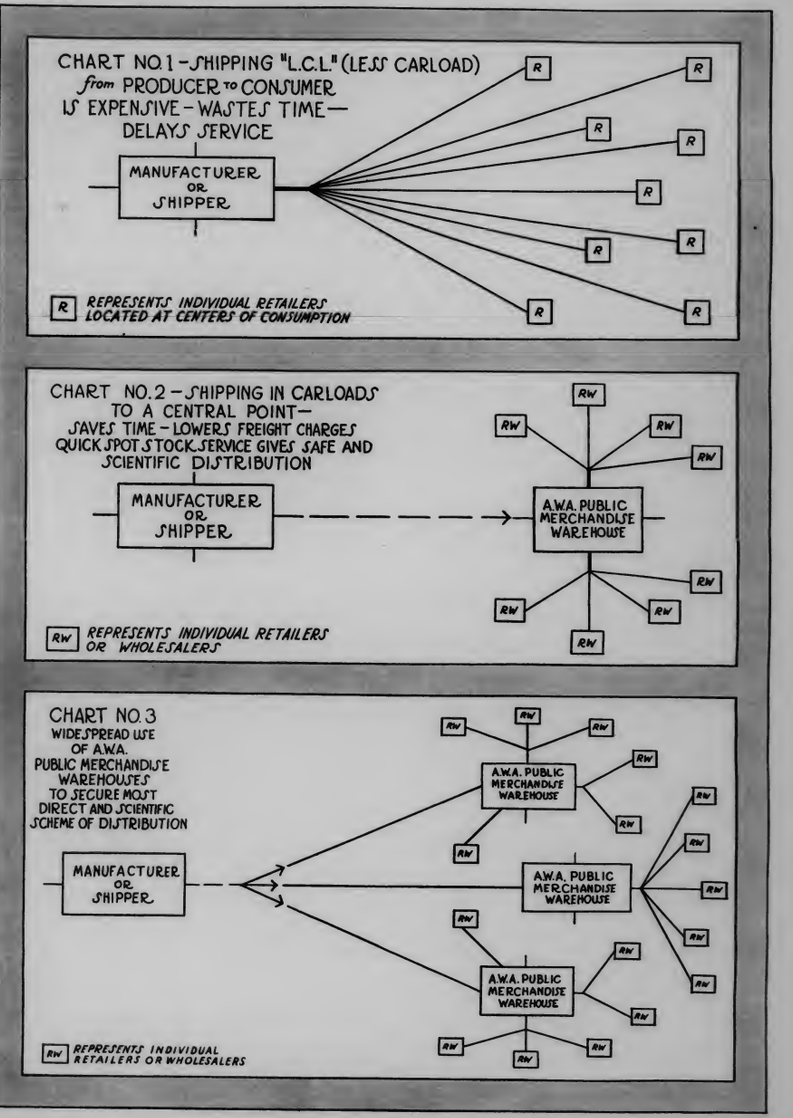
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from PRODUCER TO CONSUMER
IS EXPENSIVE - WASTES TIME - DELAYS SERVICE
MANUFACTURER OR SHIPPER
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MANUFACTURER OR SHIPPER
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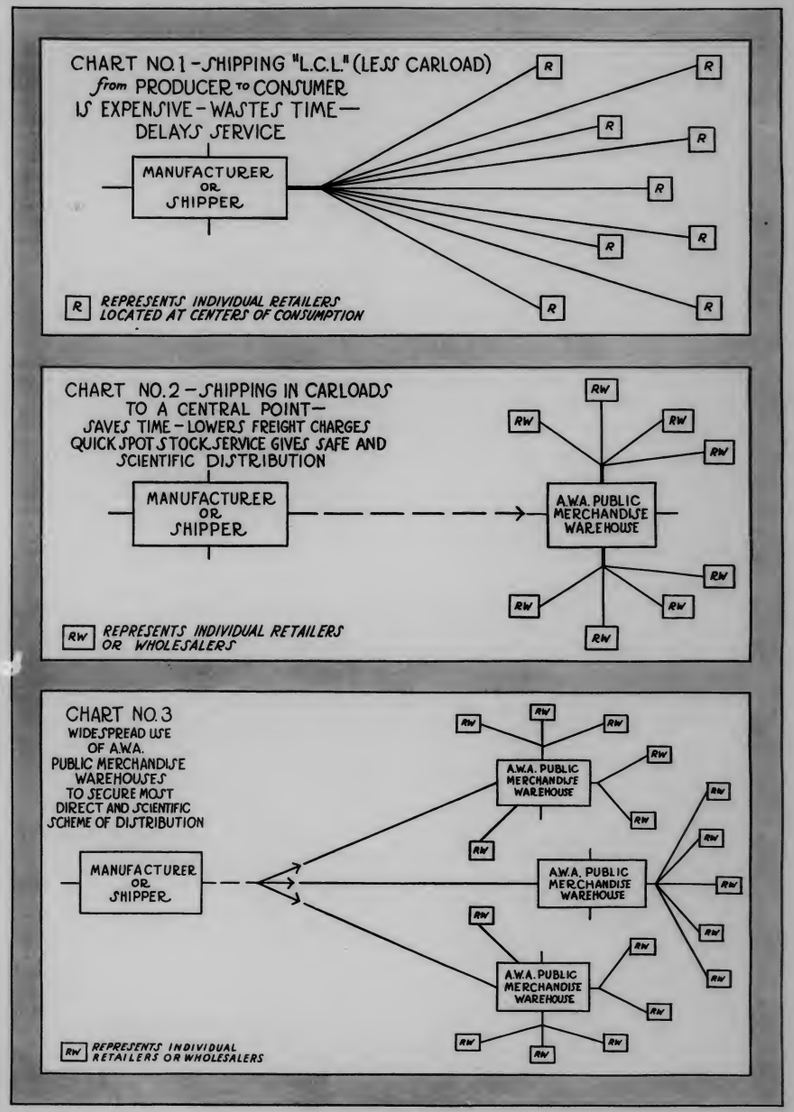
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packing, rebilling, car loading and trucking. All functions are performed by experienced help. Most important of all, the branch house or sales agency is relieved of the responsibility of supervision over clerical and laboring help. The sales force is, therefore, permitted to concentrate all its energy on its proper duty—*the selling of the manufacturer's product!*

Storage Facilities Are Flexible

The flexibility of A. W. A. Public Merchandise Warehouses is another strong point in favor of a manufacturer turning over his storing functions to such specialized agencies. These warehouses are very elastic in that the amount of storage in them may be increased, decreased or discontinued at will. In other words, they may be used in exact proportion to the manufacturer's storage needs. The leasing of branch agency store-rooms and the erection of private warehouses is far from elastic. Rent, light, heat, power, insurance, depreciation, repairs, clerical help and labor are a constant expense whether the branch is busy or not. In an A. W. A. Public Merchandise Warehouse, there is no expense (except for storage) unless there is business! And the expense is confined to goods actually needed in that market.

Manufacturers who are seeking to widen their markets may do so through the use of A. W. A. Public Merchandise Warehouses with the certainty that the *branch expenses will be in proper ratio to the volume of business transacted in each case.* A. W. A. warehouses quote their charge on the *basis of goods handled*—by the unit or package, or on weight—depending upon circumstances. The factory branch storeroom or private warehouses cannot do business on this unit basis because its overhead expenses bear little relation to the volume of goods handled.

When manufacturers must deliver their products in less than case lot quantities to retailers and small jobbers, A. W. A. Public Merchandise Warehouses make provision for leasing a section or a room in which are stored only the goods of one manufacturer. As a rule, only the manufacturer's own representaives have access to this section. Of the manufacurers using this type of service, probably the most important are the makers of toilet preparations, who make use of these leased rooms or sections as they would their own store-rooms, with all the facilities of the warehouse at hand for re-shipping the packages as put up by their own employees.

"Case Studies" Show Public Warehouses Most Economical

An interesting example of the public warehouse vs. the private branch warehouse is the experience of a metal-products manufacturer whose factory had cut manufacturing costs and had effected economies of

How a Manufacturer Cut Costs Through the Use of An A.W. A. Public Merchandise Warehouse

	Expenses at Previous Location	Expenses at Warehouse
Floors Occupied	9	2
Square Feet of Space	135,000	100,000
Rent	$ 77,300.00	$ 65,000.00
Maintenance of Buildings	2,150.00	———
Total Rent	$ 79,450.00	$ 65,000.00
Insurance on Merchandise	$ 2,600.00	$ 1,050.00
Deposit of Refuse	1,080.00	400.00
Trucking	33,200.00	12,400.00
Electricity, etc.	13,400.00	8,425.00
LABOR		
Labor Receiving and Shipping	$ 36,200.00	$ 23,280.00
Stockroom Labor	24,900.00	19,960.00
Handling Material Between Departments	18,350.00	17,000.00
Supervisors and Foremen	74,400.00	64,000.00
Porters	12,000.00	7,800.00
Watchmen	12,000.00	3,800.00
Total Labor	$177,850.00	$135,840.00
Grand Total	$307,580.00	$223,115.00
YEARLY SAVING		$ 84,465.00

—from "Sales Management" Magazine.

every sort in the plant; but whose distribution costs continued to rise. This concern turned to A. W. A. Public Merchandise Warehouses to see if they could reduce costs in getting the product to consumers. In Chicago, as an example, this company was paying $250 per month rent for a branch house, $8 per month for light, $20 per month for janitor service and $10 per month for telephone service. The insurance rate on stock carried at this branch house was $2 per hundred. Exclusive of insurance this made the branch house cost $288 per month.

An A. W. A. Public Merchandise Warehouse could give the same amount of space on a railroad siding, so that shipping facilities were excellent, and in a good location, at a cost of $86 per month including light, heat and janitor service. In other words, the manufacturer could get the same amount of space as he had in his own branch house—with better service and less cartage costs—at a saving of $202 per month. In addition there was a very substantial saving in insurance as the rate in the A. W. A. Public Merchandise Warehouse was less than 30 cents per hundred. Equally great savings were found to exist in other cities. This manufacturer completely abandoned the idea of operating his own branch houses and today uses the complete services of A. W. A. Public Merchandise Warehouses everywhere.

Magazine Prints Data on Subject

Further actual examples proving the economy of A. W. A. Public Merchandise Warehouses as compared with the costs to a manufacturer of operating his own warehouse appeared in a recent series of articles published by *Sales Management Magazine* and displayed on these two pages.

Tabulated comparisons were used to show the experience of two manufacturers who not only turned their storage and delivery over to A. W. A. Public Merchandise Warehouses but rented space from the warehouse company and transferred their entire production process to the warehouse lofts. The tables show how these two manufacturers benefited in production as well as in warehousing and delivery. With savings such as these made possible through proper use of public warehouse service, manufacturers can well afford to give serious study to this phase of their marketing problem.

$2,390 Saved in Chicago Alone

A Chicago warehouse reports the experience of a manufacturer of preserves who had operated his own warehouse in Chicago for many years at a monthly expense for space of $200. The bulk of his merchandise came in a five-month period. His warehouse space was overcrowded then and the rest of the year he needed only about a third of that space. Now he uses a public warehouse, renting space for five months at $250 a month and for the other seven months paying only $80 a month. Besides saving $590 a year for space, he needs one less employee—a further saving of $1,800 a year.

A New York manufacturer for many years shipped his goods to the Middle West by parcel post at an average cost of sixty-two cents a package. Now he

How Another Manufacturer Cut Costs Through the Use of An A.W. A. Public Merchandise Warehouse

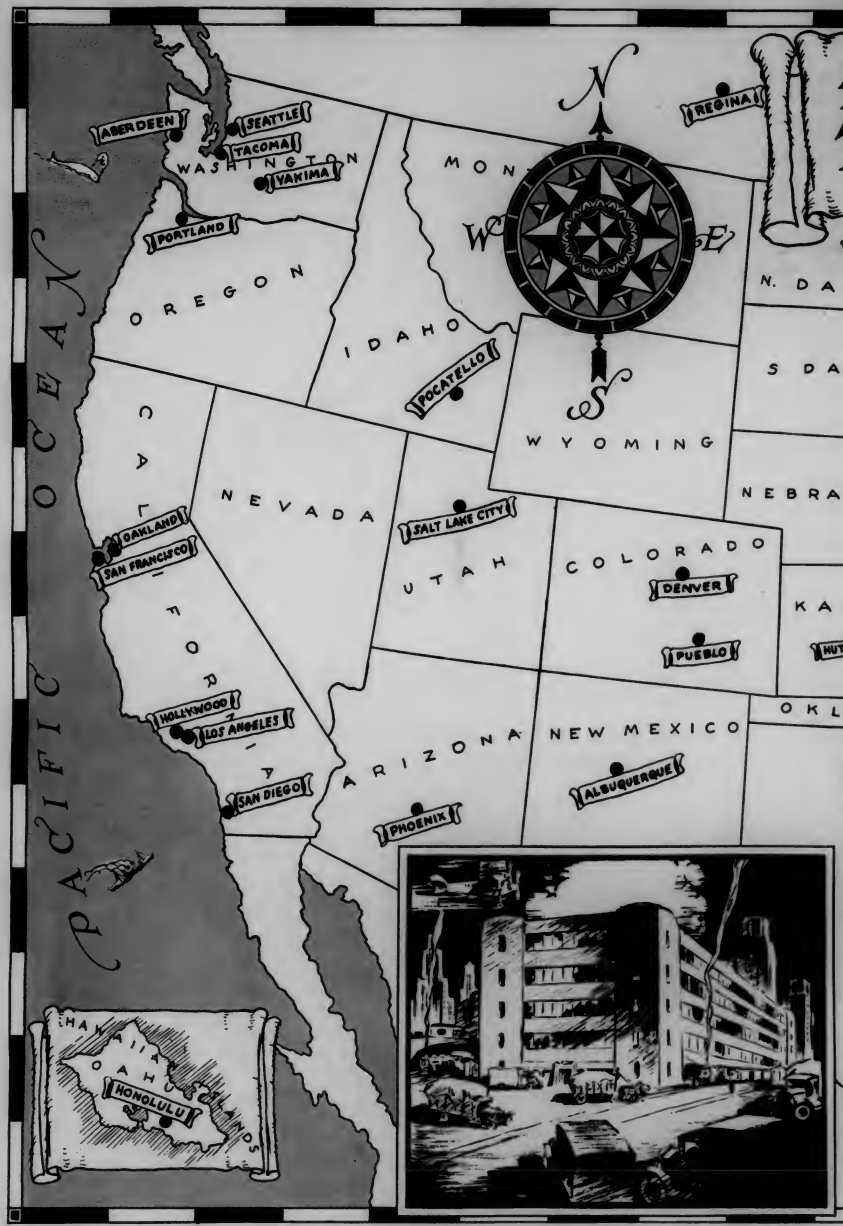
	Expenses at Previous Location	Expenses at Warehouse
Floors Occupied	10	2
Square Feet of Space	27,700	20,000
COSTS		
Total Rent for Year	$ 10,600.00	$ 12,000.00
Insurance $180,000	4,200.00	180.00
Heating	180.00	———
Disposal of Burnable Refuse	300.00	———
Trucking to and from the Railroad	9,000.00	———
Power for Manufacturing	5,300.00	3,600.00
Foremen (six necessary) at previous location, only two at warehouse)	13,800.00	4,600.00
Labor—receiving raw material	6,000.00	2,000.00
Additional cost of handling merchandise—account disconnected space	1,000.00	———
	$ 50,380.00	$ 22,380.00
YEARLY SAVING		$ 28,000.00

—from "Sales Management" Magazine

A.W.A. MERCHANDISE WAREHOUSES

Provide Storage and Distribution Facilities At All Marketing Centers Shown On This Map

See List of Warehouses On Pages 28-29-30



pays forty-four cents, of which twenty cents is l. c l. freight rate from New York to Chicago, fourteen cents is average pracel post from Chicago, and ten cents is warehousing charge. The saving of eighteen cents, nearly 30 per cent of his previous expense, jumps up to twenty-eight cents (nearly 45 per cent) when he makes carload shipments to Chicago.

Savings such as these result because the A. W. A. Public Merchandise Warehouseman knows transportation, both incoming long haul in large volume and outgoing short haul in small quantity. He knows his own community—the advantages of his own particular site with respect to transportation facilities and location relative to wholesale and retail districts—he knows trucking costs, labor costs and trade conditions throughout the territory he serves. Manufacturers wisely make use of such specialized knowledge.

Summary: Public vs. Private Warehouses

The points in favor of the use of A. W. A. Public Merchandise Warehouses rather than private warehouse space may be summed up as follows:

(1.) The rental cost for space or the storage charge per unit may be and usually is less in A. W. A. Public Merchandise Warehouses than the costs of a private warehouse.

(2.) The rental or storage rate in an A. W. A. Public Merchandise Warehouse includes rent, heat, light and elevator service—for all of which the warehouse company is responsible.

(3.) A. W. A. Public Merchandise Warehouses are more likely than private warehouses to be of modern construction, fire-resistant, equipped with sprinkler systems, well illuminated and supplied with proper conveying and stacking machinery.

(4.) Insurance rates on merchandise are lower in A. W. A. Public Merchandise Warehouses because of improved fire-proof construction. There is moreover no cost to the manufacturer for insurance on the building, other than that included in the rental.

(5.) A. W. A. Public Merchandise Warehouses are invariably provided with their own railroad sidings, which is not always possible for private warehouses and very seldom possible for branch office store-rooms. Thus do A. W. A. Warehouses eliminate demurrage charges and expense for loading, unloading and cartage.

(6.) Available to users of A. W. A. Public Merchandise Warehouses is the cooperation of their skilled accountants, correspondence clerks, freight tariff experts and packers. These men are familiar with every physical detail of warehousing and with the effects of local ordinances, insurance laws and tax rulings upon stored property.

(7.) By using A. W. A. Public Merchandise Warehouses capital investment for the maintenance of storage places is eliminated. There are no local real estate taxes, nor expenses for depreciation of buildings and equipment.

(8.) The use of A. W. A. Public Merchandise Warehouses enables a manufacturer to predetermine with accuracy the cost of handling and storing his merchandise, as these costs are covered by the warehouse quotations.

PRIVATE versus PUBLIC WAREHOUSING COSTS

Factory Private Warehouse	Percent
Receiving and Shipping Clerk	3.08
Warehouse Help	4.08
Shipping Supplies	.06
Rent	3.46
Taxes, Insurance, Interest	23.30
Maintenance of Buildings and Fixtures	.28
Unclassified	.50
	34.76
Public Warehouse	
Storage, Receiving and Delivery, Unloading, Assorting, if necessary, Actual time of labor used, Actual storage space used	10.00
Taxes, Insurance, Interest	10.72
	20.72

—from "Sales Management" Magazine.

Modern Stacking Equipment Is Used in A. W. A. Warehouses

How Some Manufacturers Make Use of Public Merchandise Warehouses

THIS booklet deals with the place occupied by A. W. A. Public Merchandise Warehouses in the distribution system. Their functions and services have been outlined and contrasted with the distribution aids which a manufacturer might expect from the use of his private warehouses or storerooms. It has been pointed out that goods may be stored in A. W. A. Public Merchandise Warehouses in order to help their orderly distribution and, as a rule, to reduce the costs of getting such goods into the hands of jobbers, retailers and consumers. It has also been pointed out that the use of such warehouse facilities tends to adjust supply to demand and to aid in leveling out manufacturing processes.

In A. W. A. Public Merchandise Warehouses, manufacturers of today have an institution which makes up for a number of their own deficiencies as well as for faults of our marketing and distribution systems. With a wise selection of such warehouses a manufacturer's goods are always available for the market, not on the premises of the manufacturer, but in warehouses that are nearer the market than the factory itself. This fact is proved by the experiences of a great number of American manufacturers who gladly tell of the ways in which they use the services of A. W. A. Public Merchandise Warehouses. Their experience is of value because it illustrates as nothing else could the opportunities which exist in combining the use of A. W. A. Public Merchandise Warehouses with other distributive agencies. In fact, the marketing experience of some of America's greatest businesses seems to show definitely that the most efficient distribution system possible under modern conditions includes A. W. A. Public Merchandise Warehouses for most types of producers.

The Bon Ami Co., Inc.

One of the first manufacturers to recognize the importance of the A. W. A. Public Merchandise Warehouses as an economic means of distribution was the Bon Ami Co. Inc. At the present time this company uses forty-five warehouses located in these cities:

Atlanta, Baltimore, Boston, Brooklyn, Bronx (N. Y.), Buffalo, Butte, Chicago, Cincinnati, Cleveland, Dallas, Davenport, Denver, Detroit, Houston, Indianapolis, Jacksonville, Jersey City, Kansas City, Los Angeles, Louisville, Memphis, Milwaukee, Minneapolis, Newark, New Orleans, Philadelphia, Pittsburgh, Portland, St. Louis, St. Paul, Salt Lake City, San Francisco, Savannah, Seattle, Toledo, Washington, D. C., Toronto, Vancouver and Winnipeg.

It will be noted that these warehouses are mostly located in the larger cities. This is because the greatest consumption for Bon Ami products is centered in large cities. The company does not lease warehouse space but stores on a "per package" basis. They require a very complete service from the warehouses—in fact, a branch house would not be called on to do much more.

The warehouses are furnished with an approved credit list and all customers in each district are instructed to mail their orders directly to the warehouse. Shipment is made only to those who are carried on the

LEVER BROTHERS COMPANY
Manufacturers of Lux, Rinso, Lifebuoy soaps and soap powders
Cambridge, Massachusetts
L. D. Snow, *Traffic Manager*

"Public merchandise warehouses play an extremely important part in the physical distribution of products such as ours, or, for that matter, of products of any national distributor.

"The prompt despatch of merchandise to customers is becoming an increasingly important factor in sales policy and in the building up of good will. For this reason every manufacturing establishment pays rather close attention to that department of its business devoted to the storage and shipping of the product and builds it up to a very high degree of efficiency.

"In a national business, however, the storage and shipping department at the factory will not do. It has to be duplicated in practically all of the large centers of the country. If it were not for the existence of well-organized and up-to-date public merchandise warehouses in most of these centers, the duplicating of these facilities and this high quality of service would be a difficult matter. Fortunately, the public warehouse knows what is needed and has developed its business to the point where the need can be taken care of.

"The money-saving to be accomplished in employing merchandise warehouses as compared to establishing private warehouses, and the money to be saved in freight rates because of the spread between carload and less-than-carload rates, are factors which are well known.

"We think of the public merchandise warehouses with whom we deal not in the relationship of sellers to use as purchases, but rather as important parts of our own working organization."

The Bon Ami Company, Inc.

17 Battery Place

New York

The Bon Ami Company was one of the first large manufacturers to recognize the modern up-to-date merchandise warehouse as the ideal medium for distribution. Starting with only a few spot stocks, distributing points have been added until at the present time we use forty-five merchandise warehouses in the United States and Canada.

The public warehouse offers the manufacturer an opportunity to strategically place its merchandise in each market district thereby facilitating delivery service to oustomers regardless of their location. In the larger cities where our stocks are stored and where the demand for Bon Ami is greatest immediate delivery is available which is a distinct advantage to the buyer, while customers located at adjacent points also receive prompt delivery service from such warehouse stocks. Furthermore they are relieved of large inventories which results in better turnover and profits.

An added advantage to many of our oustomers is store door delivery service which is now available via motor transit lines operating out of the larger cities to surrounding territory. This store door delivery service is possible at many points at no added cost as compared with rail or water transportation.

The modern warehouse today is able to perform many services required and in fact is practically a branch office of the manufacturer. In our case oustomers' orders are mailed directly to each warehouse and after shipment has been made customers' invoices are rendered by the warehouse and mailed direct. This expedites placing shipping papers in customers' hands and at the same time relieves our general office of a great volume of clerical work.

The amount of railroad olaims is also materially reduced as a great deal of handling at railroad transfers, which results when shipments are forwarded a considerable distance less carload, is eliminated in the carload movement of merchandise from factory to distributing warehouse. The public warehouse enables the manufacturer to eliminate large inventories and tends to equalize production through absorption of output. It overcomes the necessity for providing large storage space to handle increased production which ordinarily is necessary when there are "peak" periods in a manufacturers' business. It likewise reduces fire hazard through separation of stocks.

Yours very truly,

THE BON AMI COMPANY, Inc.,

J. A. Gerlin

Traffic Manager.

JAG:R

approved credit list; and the amount shipped is limited to that carried against each customer's name. This manufacturer feels that the service of the warehouses is most valuable as a time saver for all concerned. The warehouses furnish a daily report of all shipments and a combined monthly report at the end of each month.

The Mellin's Food Company Plan

Another prominent manufacturer who usually ships his products in carload lots to selected A. W. A. Public Merchandise Warehouses for distribution is the Mellin's Food Company. Their stocks are renewed in season to avoid delays in supplying their trade and at the same time to insure freshness. Distribution from the warehouses is in less-carload-lots by freight and express on orders issued at the home office and on direct orders from certain customers. This manufacturer feels that A. W. A. Public Merchandise Warehouses possess a number of points of superiority over private warehouses for their purpose: such as the degree of efficiency developed by specializing in storage services; close contact with the carriers; and the attitude of impartiality towards all the commodities handled which characterize such warehouses.

Federal Match Are Big Users

The Federal Match Corporation uses an average of about 216,000 cubic feet of space in A. W. A. Public Merchandise Warehouses per year. The largest space used in any one warehouse at any one time is about 6,000 cubic feet; and the smallest space is about 2,000 cubic feet. The chief warehouse services they require are pure storage, the distribution of pool cars and cartage in the city where the warehouse is located. This manufacturer feels that A. W. A. Public Merchandise Warehouses are more economical than private warehouses for an industry such as theirs. They feel that considerable additional cost would be involved in the operation of their own warehouses.

VICK CHEMICAL COMPANY
"Vick's Vapo-Rub"
Greensboro, North Carolina
C. G. Yates, *Production Manager*

"There is no question in our minds that a public warehouse, efficient and up-to-date in its equipment and system, is the ideal medium for a manufacturer to use in solving his distribution problems.

"This company has been using public warehouses for a number of years, and we are thoroughly convinced that under certain conditions this is the most satisfactory and cheapest way that we can get our product to the trade when needed in territory far removed from our plants and where L. C. L. shipments would not reach the purchaser in a short period of time."

MELLIN'S FOOD COMPANY OF NORTH AMERICA
177 State St., Boston, Mass.
B. F. Briggs

"We store Mellin's Food in a number of public warehouses situated in the cities most conveniently located for our trade requirements.

"The advantages of storage in public warehouses are promptness in filling orders, insurance against the consequences of serious fire loss if goods were concentrated at one point, and the fact that customers situated in the cities where we store can be placed upon acredited lists and replenish their supplies of Mellin's Food whenever necessary without the delay incidental to mailing orders to Boston and shipping from here."

Another manufacturer carrying spot stock in about eighty to eighty-five A. W. A. Public Merchandise Warehouses throughout the United States—all stored on a "per case" basis—is the Postum Company, Inc. The services required from these warehouses are storage and re-shipping on orders from their District Sales Office. Their own sales offices issue the invoices and their general office attends to the matter of insurance. This company states that their experience in leasing space and operating the storage themselves has been rather limited, but the several private warehouses they have had, and the one storeroom they are still operating, have not been advantageous. Too often much of the space was unused; and such storage encouraged the carrying of excess stock.

Dennison Has Difficult Problem

The Dennison Manufacturing Company is an outstanding example of a company which combines the use of A. W. A. Public Merchandise Warehouses with private storage facilities. They maintain their own warehouses in Boston, New York, Philadelphia and Chicago from which are shipped emergency orders consisting almost entirely of small quantities or broken lots, although the bulk of their shipping is done direct from the factory. Emergency or spot stocks are also carried in A. W. A. Public Merchandise Warehouses at about thirty important distribution points throughout the country. The merchandise sold through these warehouses, however, is packaged in standard units only and no orders for broken packages are accepted. The average size of the standard unit carried by the warehouses is 16x16x20 inches, weighing about thirty-five pounds. Storage charges average about six cents per package the first month and three cents per package for each additional month, which charge includes only the handling and storage of the merchandise. This rate is considerably higher than is usually charged due to the fact that this

THE BORDEN COMPANY
350 Madison Ave., New York City, N. Y.
E. T. HADLEY, *Traffic Manager*

"We use the facilities of public warehouses throughout the United States from the Atlantic to the Pacific and the Great Lakes to the Gulf for the same reason, we asume, that other concerns take advantage of these warehouses for the storage and distribution of products.

"In order to make prompt delivery to customers in the large centers, and to supply the surrounding territories, a public merchandise warehouse is absolutely essential to us in the handling of our business."

WM. H. LUDEN, INC
200 North 8th St., Reading, Pa.
A. DONALD STEWART, *General Sales Mgr.*

"We use public merchandise warehouses throughout the United States and Canada. This method proves to be a satisfactory and economic means of distribution."

company has quite an assortment of colors which have to be accounted for by the warehouses. Since this company has its own district selling organizations they handle their own billing and expect the A. W. A. Public Merchandise Warehouses to act merely as storage depots and to deliver the merchandise to the customer on receipt of orders from district sales offices. In some cases the warehouses take care of local trucking and in other instances the customers call at the warehouse for their shipments. When local trucking service is rendered it is for the account of the customer. As has already been mentioned, the stocks carried in A. W. A. Public Merchandise Warehouses by this company are emergency stocks only; and their total sales from such stocks amount to only three or four thousand dollars per year. The average cost per dollar of sales for use of the warehouses is about three cents.

Proctor and Gamble Big Users

Another manufacturer using space for storage of spot stocks in Public Merchandise Warehouses to a considerable extent is the Procter & Gamble Distributing Co. Indicating the extereme flexibility of A. W. A. warehouse space, the amount used by Procter & Gamble varies from about 60,000 square feet to about 5,000 square feet at any one time. The service required from the warehouses is chiefly the receipt of carloads and their local distribution upon orders from the Sales Department.

The Borden Company is another manufacturer in practically the same class—keeping spot-stocks in approximately one hundred A. W. A. Public Merchandise Warehouses throughout the country. This company feels that ordinarily it is more advantageous to store in a public warehouse than to attempt to maintain private storage places.

The Beech Nut Packing Company is one that has found distribution of their products through Public Merchandise Warehouses to be entirely satisfactory. They make use of twenty such warehouses throughout the United States. They occupy in the neighborhood of 75,000 square feet of space the year round and occupy as much as 6,000 square feet in one warehouse, which is the largest space used in any one place. The smallest space used by them at any one warehouse is 1,800 square feet. In a certain number of these warehouses pure storage is all that is demanded; but in some instances store-door delivery out of the warehouses is made to customers. In most of the warehouses a certain amount of re-shipping is required to adjacent territory.

Another manufacturer who has a rather seasonal product is the Vick Chemical Company which uses A. W. A. Public Merchandise Warehouses extensively on a "per case" basis. The amount of stock carried in warehouses varies according to season and according to the location of the warehouse. Some of the warehouses used are located in large distributing points from which local and nearby customers are supplied. Stock to these warehouses is shipped in carloads only; and delivery is made from them only on orders from the head office of the company. Customers receive an order for the goods and present this to the warehouse themselves, as no local deliveries are made. This manufacturer feels that the A. W. A. Public Merchandise Warehouse fills a very definite need in the present day problem of distribution. "Getting your goods as far along the line to the consumer as is possible is very necessary," they say, "due to buying policies and the small stocks carried by retailers."

THE PROCTOR & GAMBLE DISTRIBUTING COMPANY
Soap Makers, Cincinnati, Ohio
W. H. THOMPSON
Warehouse & Trucking Department

"We, of course, have been using public merchandise warehouses for local and out-of-town distribution for the past few years throughout this country and the Dominion of Canada, and we are well satisfied with the service that we have received."

THE QUAKER OATS COMPANY
80 East Jackson Blvd., Chicago, Illinois
C. A. LAHEY, *Vice-President, Traffic*

"Distribution through warehousing agencies has an economic and practical value, and wherever it is advantageous to our business we undertake to employ warehousing in its most useful aspect."

Deciding Upon the Use of Public Warehouses

Some Suggestions by the American Warehousemen's Association

There are many manufacturers and shippers who have always served and continue to serve their customers by drop shipments direct from their own plants without the aid of public warehouse stocks strategically located throughout the country. This condition exists in many instances, not because the shippers refuse to recognize sales advantages and economies, but simply because *they are unacquainted with the preliminary steps necessary to determine the value of spot stocks to their individual problems.*

It frequently is the case that a shipper will casually consider a stock at a distant city and inquire of warehouses at that point for quotations. He then mistakenly adds the rates quoted as additional sales expense and arrives at the erroneous conclusion that the contemplated stock would be unprofitable. This is due to the fact that he has given consideration to only one phase of the matter, has failed to develop the economies to be had and has not recognized the decided advantages to be secured.

There is no yard stick, of course, which will measure for all lines of business or, in fact, for any two shippers of the same class of merchandise. Each commodity requires some particular treatment or handling unnecessary to other lines; each shipper must be rendered some individual service his competitors do not find essential. Nevertheless, there are a few fundamentals which determine whether stocks are or are not necessary to a shipper's distribution and they govern to a large extent the warehousing of any merchandise. It is a working knowledge of these fundamentals and their application to his own commodity which will materially help a shipper to determine the value of public warehouses to his own distribution.

The prospective storer should give first thought to sales volume in territories distant from the factory, territories to which he cannot effect delivery from the factory to the important absorption centers within twenty-four hours of receipt of order. "Territories" as the word is used here does not refer to areas divided by state lines or salesmen's boundaries but to the areas surrounding and adjacent to the important markets absorbing the shipper's output. Thus two cities separated only by a river may be in different states and sales territories, yet the cities and buying areas surrounding each may be and most likely would prove to be all in one distributing territory. The present and potential sales of each territory should be analyzed and the first questions the survey prompts are those the prospective storer can answer from his own books and knowledge of trade conditions. He may well put to himself the following:

Are my customers in the territory (under survey) purchasing as much of my goods as they can use?

If not, is it because they do not anticipate their needs; and buy locally in emergencies?

If they are securing a portion of their requirements from local sources, are they putting my competitor's goods on their shelves?

If so, doesn't this open the door to competition to make further inroads on my trade?

If competition is gaining a foothold by such means, isn't it logical that I should meet conditions with well placed stocks of my own?

In addition to the protection afforded my present sales volume by warehouse stocks, what may I expect in increased volume to my present customers and what percentage of new business may I anticipate?

If my customers buy competitive goods locally to fill emergency orders, isn't it reasonable to conclude they will adhere closer to my line if I place a stock convenient to them?

Furthermore, if there are buyers in the territory whom I have been unable to sell because of delay in making delivery, isn't it a fact that a warehouse stock will eliminate the obstacle and enable me to compete on an equal basis for this business?

At this stage of the investigation the shipper should estimate the amount of business his customers are placing with his competitors in emergencies and also estimate the approximate amount of business to be secured from new accounts as induced by warehouse stocks. Invariably the most conservative estimate will disclose the fact that the increased net will absorb the warehouse charges and return an attractive additional profit as well.

While considering the absorption of warehouse charges, it is suggested that the shipper note the probable economy effected in freight rates. The carload freight to the warehouse plus the less carload tariffs from warehouse to final destinations most likely will provide a total cost less than the L. C. L. rates direct from factory to destinations. On the merchandise sold at the point of distribution the spread is even greater. All of which is evidence that the use of public warehouses decreases rather than increases the cost of distribution.

After the prospective storer has mapped out his distributing territories according to markets and determined which territories deserve warehouse stocks, his next step is to analyze the traffic situation of each territory separately. The first question arising is whether the territory should be served from one or more stocks within it. Cities which are ready markets in themselves for the shipper's merchandise and which offer excellent rail or marine facilities for reshipment are those to be considered. In the territory in question one or more such cities may probably be found.

To accurately tabulate the advantages of each city as a distributing point, the following data should be

secured from A. W. A. warehouses in each city under consideration:

Carload freight rates from factory to each city.

Less carload freight rates for reshipment from each city to final destinations.

Transit time of L. C. L. freight from each city to final destinations.

Package or pedlar car service available at each city.

Back hauls necessary from each city to final destinations.

Local present and potential sales volume of each city.

To illustrate the above tabulation assume that three cities have been located in the territory, namely, Great Town, Big City and Centerville, all of which have excellent rail or marine facilities and each is a steady market for the shipper's goods.

The first finding is that the carload rates from the factory to Great Town and Big City are identical while the rate to Centerville, because of some local differentials, is a trifle higher. The slightly higher rate to Centerville is not enough to definitely eliminate that city from consideration but is sufficient to confine further investigation temporarily to Great Town and Big City.

Great Town is found to be the most centrally located geographically but this apparent advantage is balanced by Big City in that the latter enjoys lower less-carload rates to a larger part of the territory than the L. C. L. rates out of Great Town. Furthermore, the package car service out of Big City is the better and the time in transit less on reshipments. On the other hand, Big City is not well located to serve the balance of the territory without many expensive back hauls.

As stocks at either or both the above cities do not entirely solve the problem, it should be learned at this stage if Centerville can be fitted in the picture. Centerville should be investigated particularly for service to that portion of the territory requiring back hauls out of Big City. It develops that Centerville can serve the section in question as economically and in better time than Great Town and at infinitely lower cost and in far better time than Big City. Thus the additional carload differential from the factory to Centerville is eliminated as an objection.

The above developments do not complete the survey. The matter of local absorption at each city must be given thought. Past performance shows Great Town and Big City on a par and somewhat ahead of Centerville. However, Centerville offers a greater potential local market than offered at Great Town. Therefore, the final conclusion is reached that the territory should be served from two stocks located respectively at Big City and Centerville.

After the prospective storer has selected the cities in which he has decided to spot stocks, the concluding step necessary is the choice of warehouses in those cities. In this he will be guided by the type of facilities and the scope of service he will require. His needs may call for the use of dry, cold or manuipulating warehouses. A further distinction governing his selection will hinge on the question as to whether free or bonded space must be used. Warehouses affording these various classes of facilities are listed on pages 28, 29 and 30.

In working out a problem illustrated above, the shipper may not have all data necessary to complete the survey. In such a case consult the A. W. A. Send us the Marketing Survey Questionnaire on pages 31 and 32, or select the names of warehouses listed on pages 28 to 30, who are located in the cities under consideration, and write them direct. To your request for information you will receive prompt and cheerful response submitting complete traffic details and the storage and distribution tariffs applicable to your commodity.

Wider and Larger Volume Distribution Gained Thru Freight Savings

The examples of freight savings on pages 25 and 26 cover items taken at random originating at various points and being shipped to centers of distribution. Selection of destination cities has been made with a view of showing the wide spread on long distances and also the smaller differentials to the larger distribution centers where a much greater percentage is consumed in the metropolitan area of such centers.

Many commodities are now being distributed over sparsely populated territories thruout the Western portion of the United States which is made possible by the large savings effected in carload consignments to stock point and redistribution from such points. These savings in many instances average from four to five times the storage and distribution charges for the turnover period of the carload.

Without doubt hundreds of manufacturers can secure wider distribution of their products in this manner without increasing their sales expense in the territory involved. It is a known fact that freight saving alone has been the deciding factor in the establishment of new centers of distribution for a great many products theretofore distributed in a sectional area only.

Physical Examples of Freight Savings

Linoleum

Originating at Lancaster, Pa. Now being shipped carload to St. Joseph, Mo., thence to Denver, Colo., L.C.L.
- Thru rate shipped as above per cwt. — $2.61
- Carload rate thru direct — 1.65
- Differential — .96

Saving on Minimum car 50,000 lbs. — $ 480.00

Rubber Boots and Shoes

Originating at Mishawaka, Ind.
- L.C.L. rate per cwt. to Denver, Colo. — 3.12
- Carload rate to Denver, Colo. — 2.56½
- Differential — .55½
- Saving on Minimum car 24,000 lbs. — 133.20

Paint in Tin
In Boxes

Originating at Cleveland, Ohio.
- L.C.L. rate per cwt. to Denver, Colo. — 1.86½
- Carload rate to Denver, Colo. — 1.26
- Differential — .60½
- Saving on Minimum carload 36,000 lbs. — 217.80

Grape Juice

Originating at Sandusky, Ohio.
- L.C.L. rate per cwt. to Denver, Colo. — 2.93½
- Carload rate to Denver, Colo. — 1.70
- Differential — 1.23½
- Saving on Minimum carload 30,000 lbs. — 370.50

Chairs

Originating at Chicago, Illinois.
- L.C.L. rate per cwt. to Los Angeles, Calif. — 10.20
- Carload rate to Los Angeles, Calif. — 2.03
- Differential — 8.17
- Saving on Minimum carload 20,000 lbs. — $1,634.00

Linoleum

Originating at Chicago, Illinois.
- L.C.L. rate per cwt. to Los Angeles, Calif. — 4.43
- Carload rate to Los Angeles, Calif. — 1.35
- Differential — 3.08
- Saving on Minimum carload 30,000 lbs. — 924.00

Washing Machines
Iron Machines
Extra Parts

Originating at Newton, Iowa.
- L.C.L. rate per cwt. to Los Angeles, Calif. — 3.21
- Carload rate to Los Angeles, Calif. — 1.94
- Differential — 1.27
- Saving on Minimum carload 20,000 lbs. — 254.00

Paper Bags

Originating at St. Louis, Mo.
- L.C.L. rate per cwt. to Los Angeles, Calif. — 2.34
- Carload rate to Los Angeles, Calif. — 1.19
- Differential — 1.15
- Saving on Minimum carload 40,000 lbs. — 460.00

Wrapping Paper

Originating at St. Louis, Missouri.
- L.C.L. rate per cwt. to Los Angeles, Calif. — 2.55
- Carload rate to Los Angeles, Calif. — 1.19
- Differential — 1.36
- Saving on Minimum carload 40,000 lbs. — 544.00

Paint

Originating at Kansas City, Missouri.
- L.C.L. rate per cwt. to Los Angeles, Calif. — 2.25
- Carload rate to Los Angeles, Calif. — 1.13
- Differential — 1.12
- Saving on Minimum carload 40,000 lbs. — 488.00

Drugs
Chemicals
Medicines

Originating at St. Paul & Minneapolis, Minn.
- L.C.L. rate per cwt. to Los Angeles, Calif. — 3.21
- Carload rate to Los Angeles, Calif. — 1.66
- Differential — 1.55
- Saving on Minimum carload 30,000 lbs. — 465.00

Confectionery

Originating at St. Paul & Minneapolis, Minn.
- L.C.L. rate per cwt. to Los Angeles, Calif. — 3.21
- Carload rate to Los Angeles, Calif. — 1.52
- Differential — 1.69
- Saving on Minimum carload 36,000 lbs. — 608.40

Auto Parts
Originating at Detroit, Mich.
L.C.L. rate per cwt. to Los Angeles, Calif. — 5.40
Carload rate to Los Angeles, Calif. — 1.70
Differential — 3.70
Saving on Minimum carload 30,000 lbs. — 1,110.00

Auto Trunks
Originating at Detroit, Mich.
L.C.L. rate per cwt. to Los Angeles, Calif. — 5.40
Carload rate to Los Angeles, Calif. — 3.94
Differential — 1.46
Saving on Minimum carload 14,000 lbs. — 204.40

Fruit Pectin
Originating at Fairport, N. Y.
Net freight saving to Jacksonville, Fla., Minimum car — $159.00

Malted Milk
Originating at Racine, Wisconsin.
Net freight saving to Jacksonville, Fla., Minimum car — $271.00

Canned Meats
Originating at Chicago, Illinois.
Net freight saving to Jacksonville, Fla., Minimum car — 205.00

Baking Powder
Originating at Chicago, Illinois.
Net freight saving to Jacksonville, Fla., Minimum car — 153.00

Grape Juice
Originating at Westfield, N. Y.
Net freight saving to Jacksonville, Fla., Minimum car — 237.00

NEW YORK CHICAGO OCONOMOWOC SEATTLE

CARNATION COMPANY

EDWARD S. DE PASS
GENERAL TRAFFIC MANAGER
14 EAST JACKSON BLVD.
CHICAGO

CHICAGO, ILL.

For many years we have recognized the growing importance of distribution through public warehouses and are more and more impressed with the economical advantage that such distribution has over direct shipments or operations of our own warehouses.

The public warehouse is literally a branch house of the manufacturer or producer using its service. It is equipped to handle all the warehousing details and problems with its own shipping and clerical staff, and there is no doubt that it can handle distribution at considerably less expense to the shipper than any other method.

We ship many carloads of evaporated milk and other products to public warehouses for distribution locally and into the surrounding territories in which our saving in distribution cost amounts thereby to approximately twenty percent.

Very truly yours,

CARNATION COMPANY
Edward S. DePass
General Traffic Manager.

ESD BEC

How Warehouse Charges Are Based

IT is not the purpose of this booklet to quote rates. On application to the A. W. A. warehouses listed on pages 28 to 30, detailed rates may be secured from any warehouse in any city.

However, for purposes of general information, prospective users of space in A. W. A. Public Merchandise Warehouses should know that storage and handling rates are based on a scientific study of costs, value and hazard of service, fluctuating according to the weight and size of the commodity. And rates of course vary in different cities.

Since a warehouse has a certain height of ceiling and floors have a definite weight-carrying capacity, a standard floor load and pile height have been established as the basis for computing charges. The storage and handling charges are accordingly based on either volume or weight, depending upon the commodity and the size and method of packaging.

Allowances must be made for odd-shaped packages and special requirements, such as the cost of honeycombing, of serial delivery, of broken piling and other "modifications" listed opposite. Whatever his requirements, the manufacturer usually finds that the warehouse charges are modest indeed—generally less than a similar service costs if critical analyses are kept of such operations in the manufacturer's own plant and under his own supervision.

Storage charges are based on the following factors:

1. Value
2. Fragility
3. Liability to claims
4. Small volume
5. Possible damage to other goods because of leakage
6. Protection against freezing
7. Isolation
8. Attractive to vermin
9. Hazardous
10. Malodorous
11. Dusty
12. Mussy
13. Requires access for examination or treatment
14. Lost space in piling

Handling charges are based on the following factors:

1. Assortment
2. Fragility
3. Liability to claims
4. Small volume
5. Size of package
6. Nature of package
7. Illegibility of marks
8. Necessity for special piling
9. Hazardous
10. Malodorous
11. Dusty
12. Mussy

Selecting Your Warehouses

LET us suppose that you, as a manufacturer, want to investigate the savings in time and in money —as well as the strategic selling advantages—which A. W. A. Public Merchandise Warehouses can give you.

Your first task is to determine the storage centers you desire to utilize. You will select certain cities because of their geographical location — their importance to you as distributing centers for your merchandise—their relation to the surrounding territory you wish to serve.

Freight rates to and from such centers must be analyzed. A major factor is the kind of freight service given less-than-carload shipments from the proposed distributing point to near-by states. Equally important is the responsibility of the warehouse company you propose to use, and the efficiency of its service.

The American Warehousemen's Association is not a business-soliciting organization. Because we *are* an Association, with several members in each of the larger cities, we cannot solicit business for any one member. The selection of the individual warehouse which can best serve you is a matter we must leave entirely to your judgment. "Choose your warehouse as you would your banker. "Our member warehouses can furnish you with plenty of data and information on which to base your decisions.

On the following pages is printed a directory of the A. W. A. Public Merchandise Warehouses sponsoring our educational advertising in national business magazines and the publication of supplementary educational booklets such as this one.

To these warehouses we confidently commit you—with the assurance that these members are competent, efficient and reliable.

DO THIS TODAY!

To get information regarding warehouse service and costs in any territory, the American Warehousemen's Association suggests:

(1) That you fill out the Marketing Survey Questionnaire enclosed with this booklet (see page 31), and return it to us. The information you give will be referred by us to A. W. A. warehouses in the territories designated—and they will write you, individually, giving you rate information and a description of their own particular service facilities.

(2) Or, if you prefer to write immediately to the warehouses direct, choose from the list on pages 28 to 30 and send them information regarding your products similar to that outlined in our Marketing Survey Questionnaire. The warehouses in turn will write you.

These A.W.A. Warehouses Will Serve You

ALABAMA

BIRMINGHAM
- Alabama Warehousing Company — 3500 First Ave. So.
- Goodman Transfer & Warehouse Co. — 1 S. 20th St.
- Harris Transfer & Warehouse Co. — 26 N. 19th St.
- Hess-Strickland Transfer & Stg. Co., Inc. — 1700 Ave. B

MOBILE
- Alabama Warehousing Company — Water and Lipscomb Sts.

MONTGOMERY
- Alabama Motor Transfer & Warehouse Co. — Cor. N. Lawrence and Randolph
- Moeller Transfer & Storage Co. — 210-220 Coosa St. P. O. Box 552

ARIZONA

PHOENIX
- Lightning Moving & Storage Co. — 42 S. Central Ave.

ARKANSAS

FORT SMITH
- O. K. Transfer & Storage Co — 2nd St. & Rogers Ave.

LITTLE ROCK
- Terminal Warehouse Co — 500 Block, East Markham St.

TEXARKANA
- Hunter Transfer & Storage Co — 319 E. Front St.

CALIFORNIA

HOLLYWOOD
- Hollywood Storage Co — 1025 N. Highland Ave.

LOS ANGELES
- Colyear's Van & Storage Co — 415 S. San Pedro St.
- Westland Warehouses, Inc — 4814 Loma Vista Ave.

OAKLAND
- Howard Company — First and Market Sts.
- Lawrence Warehouse Co — 500 Kirkham St.
- Oakland Warehouse Terminals Co — 20th & Campbell Sts.

SAN DIEGO
- Lyon Van & Storage Co. — Fifth and K Sts.

SAN FRANCISCO
- Haslett Warehouse Co — 280 Battery St.
- Lawrence Warehouse Co — 37 Drumm St.
- San Francisco Warehouse Co — 625 3rd St.
- South End Warehouse Co — 631 2nd St.

CANADA

MONTREAL, QUE.
- National Terminals of Canada, Limited — 50 Grey Nun St.

REGINA, SASK.
- Regina Cold Storage & Forwarding Co — 1201 Halifax St.

TORONTO, ONT.
- The Howell Warehouses, Limited — 218 Front St. E.

COLORADO

DENVER
- Duffy Storage & Moving Co — 601 15th St.
- Kennicott-Patterson Warehouse Corp — 1700 16th St.
- Weicker Transfer & Storage Co — 1700 15th St.

PUEBLO
- Burch Warehouse & Ttransfer Co. — 200 So. Santa Fe Ave.

CONNECTICUT

BRIDGEPORT
- Hartford Despatch & Warehouse Co., Bridgeport Division — 1337 Seaview Ave.

HARTFORD
- Hartford Despatch & Warehouse Co — 249-252 Asylum St.

NEW BRITAIN
- Hardware City Storage Co — 242 Main St.

NEW HAVEN
- The Smedley Company — 165 Brewery St.

CUBA

HAVANA
- Cuban Warehouses Corporation — Agular No. 73

DISTRICT OF COLUMBIA

WASHINGTON
- Metropolitan Warehouse Co — 50 Florida Ave. N. E.
- Terminal Refrigerating & Warehousing Corporation (Successors to The Washington Market Company and the Terminal Refrigerating & Warehousing Co.) — 4½ and D Streets

FLORIDA

JACKSONVILLE
- Laney & Delcher Storage Co — 657 E. Bay St.
- Union Terminal Warehouse Co — Union & Ionia Sts.

TAMPA
- Lee Terminal & Warehouse Corp — 13th and Ellamae

GEORGIA

ATLANTA
- Merchants & Manufacturer's Whse. Co — 169 Haynes St.
- Monroe Bonded Warehouses — Spring & Peters St.

SAVANNAH
- Savannah Bonded Whse. & Trf. Co — Bay St. Ex. & Canal

HAWAII

HONOLULU
- Honolulu Construction & Draying Co., Ltd — 65 Queen St., P. O. Box 154

IDAHO

POCATELLO
- C. E. Rush Transfer & Storage — 623 South Second Ave.

ILLINOIS

CHICAGO
- C & A Terminal Warehouse Co — 358 W. Harrison St.
- Crooks Terminal Warehouses — 5801-5967 W. 65th St.
- Currier-Lee Warehouse Co — 427-443 W. Erie St.
- Griswold & Walker, Inc — 1525 Newberry Ave.
- G. & W. Transit Warehouse — 43rd & Robey Sts.
- Midland Whse. & Transfer Co. — 15th St. & Western Ave.
- North Pier Terminal Co — 589 E. Illinois St.
- Ontario Warehouse Co — 425 W. Ontario
- Railway Terminal & Warehouse Co — 444 W. Grand Ave.
- Sibley Whse. & Storage Co — 1530 S. Sangamon St.
- Soo Terminal Warehouse — 519 W. Roosevelt Road
- Wakem & McLaughlin, Inc — 225 E. Illinois
- Western Warehousing Co — 323 W. Polk St.

EAST ST. LOUIS
- McMahon Transfer Co — 700 E. Broadway

JOLIET
- Joliet Warehouse & Transfer Co — 414-416 New St.

MOLINE
- Crandall Transfer & Whse. Co — 1205-1209 Fourth Ave.

PEORIA
- Federal Warehouse Co — 800 S. Adams St.

ROCKFORD
- Rockford Storage Warehouses — 212 Prairie St.

ROCK ISLAND
- Rock Island Transfer & Storage Co — 101-115 17th St.

SPRINGFIELD
- Hillier Storage Co — 413 to 419 N. Fourth St.

INDIANA

FORT WAYNE
- Fort Wayne Storage Co — 802-808 Hayden St.
- Pettit's Storage Warehouse Co — 414 E. Columbia

IOWA

BURLINGTON
- Mercer Transfer & Storage Co — Center & Osborn Sts.

COUNCIL BLUFFS
- Ford Bros. Van & Storage Co. — 700 S. Main St.

DAVENPORT
- Ewert & Richter Express & Storage Co — 320 E. 4th St.
- Merchants Transfer & Storage Co — 118 Harrison

DES MOINES
- Merchants Transfer & Storage Co — 9th & Mulberry

MASON CITY
- Cadwell Transfer & Storage Co — 20 First St. N. E.

SIOUX CITY
- Bekins Merchandise Storage — 208 Court St.

KANSAS

ARKANSAS CITY
- The Ark Warehouse Co. — 1601 So. Summit Blvd.

HUTCHINSON
- Cody Transfer & Storage Co. — Cor. 3rd and Maple Sts.

KANSAS CITY
- Grandview Club Transfer & Storage Co — 1307 Central Ave.

TOPEKA
- Topeka Transfer & Storage Co — 528 Adams St.

WICHITA
- Brokers Office & Warehouse Co — 143 N. Rock Island Ave.

KENTUCKY

LOUISVILLE
- Louisville Public Warehouse Co — Brook and Main Sts.

LOUISIANA

ALEXANDRIA
- Carnahan's Transfer & Storage Co — 2nd & Xavier Sts.

NEW ORLEANS
- Appalachian Warehouses — S. Peters & Erato Sts.
- Dietrich & Wiltz, Inc — 340 Bienville St.
- Douglas Public Service Corporation — 118 N. Front St.

SHREVEPORT
- Caddo Transfer & Warehouse Co., Inc — 225 Crockett St.

MAINE

BANGOR
- McLaughlin Warehouse Co — 45 Front St.

MASSACHUSETTS

BOSTON
- Standard Storage Co — 80-108 Holton St.
- Wiggin Terminals, Inc., 50 Terminal St., Charlestown Dist.

SPRINGFIELD
- Hartford Despatch & Whse. Co — Springfield Division

MICHIGAN

DETROIT
- Riverside Storage & Cartage Co — 547 Cass Ave.

GRAND RAPIDS
- Columbian Storage & Transfer Co — 447 Ionia St.
- Richards Storage Corporation — Mischigan & Ionia Sts.

KALAMAZOO
- National Storage Co — 310 E. Water St.

LANSING
- Fireproof Storage Co — 430 N. Larch St.

SAGINAW
- Central Warehouse Co. — 1830 N. Michigan Ave.

MINNESOTA

DULUTH
- McDougall Terminal Whse. Co — 824 W. Railroad St.
- Northern Cold Stor. & Whse. Co — 7th Ave. W. & R. R. St.

MINNEAPOLIS
- Cameron Transfer & Storage Co — 756 4th St. N.
- Kedney Warehouse Co — 617 Washington Ave. N.
- Security Warehouse Co — 334 N. 1st St.
- Skellet Company — 514 Second Ave. So.

ST. PAUL
- Central Warehouse Co — 739 Pillsbury Ave.
- Fidelity Storage & Transfer Co — 331 Wabasha St.
- Kedney Warehouse Co — 9th and Pine Sts.
- St. Paul Terminal Warehouse Co — 8th and Locust

MISSOURI

JOPLIN
- Tonnies Transfer & Storage Co — 1027 Virginia Ave.

KANSAS CITY
- Adams Transfer & Storage Co — 228 W. 4th St.
- Central Storage Co — 1422 St. Louis Ave.
- Crooks Terminal Warehouses — 1405 St. Louis Ave.

ST. JOSEPH
- Terminal Warehouses of St. Joseph, Inc — So. St. Joseph

ST. LOUIS
- S. N. Long Warehouse — 828 Gratiot St.

SPRINGFIELD
- Finkbiner Transfer & Storage Co — 513 West Olive St.

NEBRASKA

LINCOLN
- Globe Delivery Co — 301 N. 8th St.
- Star Van & Storage Co — 818 Q. St.

OMAHA
- Bekins Omaha Van & Storage — 16th & Leavenworth Sts.
- Ford Bros. Van & Storage Co — 813-15-17 Douglas St.
- Gordon Storage Warehouses, Inc — 219 N. 11th St.
- Pacific Storage & Warehouse Co — 1009 Jones St.
- The Terminal Warehouse Co — 702-712 S. 10th St.

NEW JERSEY

NEWARK
- Essex Warehouse Co — 616 Ogden St.
- Lehigh Warehouse & Transportation Co. — 113 Frelinghuysen

TRENTON
- The Prospect Warehouses, Inc — Prospect St.

NEW MEXICO

ALBUQUERQUE
- Springer Transfer Company, Inc — 118 E. Central Ave.

NEW YORK

BROOKLYN
- McNally Bros., Inc — 87 34th St.

BUFFALO
- O. J. Glenn & Son — 204 Terrace

ELMIRA
- A. C. Rice Storage Corporation — 611 Railroad Ave.

JAMESTOWN
- Consolidated Van & Storage Co., Inc — 60 River St.

NEW YORK
- Bush Terminal Co. — 100 Broad St.
- F. C. Linde Co — Beach & Varick Sts.

ROCHESTER
- Blanchard Storage Co., Inc — Subway at Oak St.
- B. R. & P. Warehouse, Inc — King & Maple Sts.
- Monroe Warehouse Co., Inc — 55 Railroad St.
- Rochester Storage Warehouses — 25 N. Washington St.

SYRACUSE
- King Storage Warehouse Co., Inc — 376 W. Water St.

TROY
- Empire Storage Warehouses — 285 Second St.

NORTH CAROLINA

ASHVILLE
- Allport Storage Warehouse Co — 44 Valley St.

CHARLOTTE
- Union Storage & Warehouse Co — 924 West Morehead St.

GREENSBORO
- Rucker Bonded Whse. Corporation — 229½ S. Elm St.

RALEIGH
- Raleigh Bonded Warehouse, Inc — Wake Forest Road

NORTH DAKOTA

FARGO
- Union Storage & Transfer Co. — 806 Northern Pacific Ave.

GRAND FORKS
- Kedney Warehouse Co — 9th and University

OHIO

CLEVELAND
National Terminals Corporation (Interstate Terminal Warehouse) ..... 1200 W. 9th St.
The Lederer Terminal Warehouse Co ..... 1400 W. 25th St.
The Liberty Cartage Co ..... 442 Frankfort Ave.
COLUMBUS
The Merchandise Storage Co. ..... 29 Vine St.
MARION
The Merchants Transfer Co ..... 160 McWilliams Court
SPRINGFIELD
Wagner Fireproof Storage & Truck Company ..... Lowry Ave., & P. R. R.

OKLAHOMA

MUSKOGEE
Muskogee Transfer & Storage Co ..... 319-323 S. 4th St.
OKLAHOMA CITY
Commercial Warehouse Co. ..... 19-21 E. California
O. K. Transfer & Storage Co ..... 330 W. 1st St.
TULSA
Federal Storage and Van Co ..... 301 E. Archer St.

OREGON

PORTLAND
Holman Transfer Co ..... 8-12 Front St.
Manning Warehouse & Transfer Co ..... 403 Hoyt St.
Northwestern Transfer Co ..... 175 Fifteenth St. North
Oregon Transfer Co ..... 474 Gilsan St.

PENNSYLVANIA

CHESTER
Rodgers & Albany Warehousing Co ..... 4th & Melrose Ave.
HARRISBURG
Harrisburg Storage Co ..... 437 S. 2nd St.
JOHNSTOWN
I. D. Replogle Storage Co ..... 438 Horner St.
PHILADELPHIA
Merchants Warehouse Co. ..... 319 Commercial Trust Bldg.
Terminal Warehouse Co. ..... Delaware & Fairmount Aves.
POTTSVILLE
Pottsville Storage & Transfer Co ..... 762 Water St.
SCRANTON
R. F. Post, Drayman ..... 111 N. Seventh Ave.
Quackenbush Warehouse Co ..... Penn Ave. & Vine St.
WILLIAMSPORT
Williamsport Storage Co., Inc ..... 416 Franklin St.

SOUTH CAROLINA

COLUMBIA
Columbia Brokerage & Storage Co ..... 600 Pendleton St.

SOUTH DAKOTA

SIOUX FALLS
Johnson-Feyder Van & Storage Co ..... 415 N. Phillips Ave.
Strahon Transfer & Storage ..... 216½ N. Phillips Ave.

TENNESSEE

CHATTANOOGA
Chattanooga Transfer & Storage Co ..... 10th & Georgia Ave.
Chattanooga Warehouse & Cold Storage Co ..... 1208 King St.
KNOXVILLE
Knoxville Fireproof Storage Co ..... 612 E. Depot Ave.
MEMPHIS
Merchants Warehouse Co ..... 674 Florida St.
Rose Warehouse Co ..... 6 E. Calhoun Ave.
NASHVILLE
E. M. Bond Storage Co ..... 1623-1625 Broadway

TEXAS

DALLAS
American Transfer & Storage Co ..... 2615 Elm St.
Dallas Transfer & Term. Whse. Co ..... 1118-1128 Jackson St.
Dallas-Trinity Warehouse Co ..... 3201-3215 Worth St.
Interstate Fireproof Stg. & Trans. Co ..... 301 N. Market St.
FORT WORTH
Binyon-O'Keef Fireproof Storage Co ..... 800 Calhoun St.
Fort Worth Warehouse & Storage Co ..... 201 S. Calhoun St.
HOUSTON
Universal Terminal Warehouse Co ..... P. O. Box 1308
SAN ANTONIO
Scobey Fireproof Storage Co. ..... 309-315 N. Medina St.
TEXARKANA
Hunter Transfer & Storage Co ..... 600 W. Broad St.
WACO
Texas Fireproof Storage Co ..... 11th & Mary Sts.

UTAH

SALT LAKE CITY
Central Warehouse ..... 150 South 4th West St.
Jennings-Cornwall Warehouse Co ..... 337-355 W. 2nd So. St.
M. A. Keyser Fireproof Storage Co ..... 328 W. 2nd So. St.

VIRGINIA

RICHMOND
The Bowman Transfer & Storage Warehouse Co ..... 801 McDonough St.
ROANOKE
Roanoke Public Warehouse ..... 369 Salem Ave. W.

WASHINGTON

ABERDEEN
A. A. Star Transfer Co. ..... 321 West Hume St.
SEATTLE
Eyres Transfer & Whse. Co ..... Railroad Ave. & Main St
System Transfer and Storage Co ..... 2607-11 2nd Ave.
Taylor-Edwards Whse. & Trf. Co., Inc ..... 1518 1st Ave. S.
United Warehouse Co ..... 1990 Railroad Ave.
Winn & Russell, Inc ..... 1241 Railroad Ave. So.
TACOMA
Pacific Storage & Distributing Co., Inc. ..... 18th & Broadway
YAKIMA
Miller-Callison Storage & Transfer Co ..... 8-10 E. A St.

WEST VIRGINIA

HUNTINGTON
Maier Sales & Storage Co ..... 7th Ave. & Elm St.

WISCONSIN

EAU CLAIRE
Eau Claire Warehouse Co ..... 1st Ave. and Randall St.
MILWAUKEE
Hansen Storage Co ..... 120-134 Jefferson St.

COMET RICE COMPANY
189 Franklin St., New York City, N. Y.
WM. J. HUNTER, *Traffic Department*

"Our volume of business is so great that it is necessary for us to use over eighty warehouses throughout the United States and Canada, and it has proven with us to be not only a very economical proposition but also a necessity in rendering the necesary quick service to our customers in making rice shipments to them."

THE TANGLEFOOT COMPANY
Manufacturers of Fly Destroyer
Grand Rapids, Michigan
V. O. DODGE, *Traffic Manager*

"We consider the Public Warehouses throughout the country a necessity in the distribution of Tanglefoot products in order to enjoy the advantage of a combined carload and L. C. L. rate to our customers.

"At the present time we are storing in about thirty warehouses throughout the United States and Canada."

DETACH HERE FOR MAILING

MARKETING SURVEY QUESTIONNAIRE

(Fill out blanks on front and back of this sheet; detach and mail to A. W. A. headquarters)

AMERICAN WAREHOUSEMEN'S ASSOCIATION,
NATIONAL ADVERTISING COMMITTEE,
Adams-Franklin Building, 222 West Adams Street,
Chicago, Illinois.

Gentlemen:

For the purpose of determining whether we can use A. W. A. Public Merchandise Warehouses advantageously and economically, we are mailing you the following information. Please pass it on to your member warehouses to give us information regarding freight rates on our products and freight service in their territory—together with data regarding their various facilities for serving us.

DISTRIBUTION TERRITORY

We are interested in the cities checked below as centers for the distribution of our products:

ALABAMA
☐ BIRMINGHAM
☐ MOBILE
☐ MONTGOMERY

ARIZONA
☐ PHOENIX

ARKANSAS
☐ FORT SMITH
☐ LITTLE ROCK
☐ TEXARKANA

CALIFORNIA
☐ HOLLYWOOD
☐ LOS ANGELES
☐ OAKLAND
☐ SAN DIEGO
☐ SAN FRANCISCO

CANADA
☐ MONTREAL, QUE.
☐ REGINA, SASK.
☐ TORONTO, ONT.

COLORADO
☐ DENVER
☐ PUEBLO

CONNECTICUT
☐ BRIDGEPORT
☐ HARTFORD
☐ NEW BRITAIN
☐ NEW HAVEN

CUBA
☐ HAVANA

DISTRICT OF COLUMBIA
☐ WASHINGTON

FLORIDA
☐ JACKSONVILLE
☐ TAMPA

GEORGIA
☒ ATLANTA
☐ SAVANNAH

HAWAII
☐ HONOLULU

IDAHO
☐ POCATELLO

ILLINOIS
☐ CHICAGO
☐ EAST ST. LOUIS
☐ JOLIET
☐ MOLINE
☐ PEORIA
☐ ROCKFORD
☐ ROCK ISLAND
☐ SPRINGFIELD

INDIANA
☐ FORT WAYNE

IOWA
☐ BURLINGTON
☐ COUNCIL BLUFFS
☐ DAVENPORT
☐ DES MOINES
☐ MASON CITY
☐ SIOUX CITY

KANSAS
☐ ARKANSAS CITY
☐ HUTCHINSON
☐ KANSAS CITY
☐ TOPEKA
☐ WICHITA

KENTUCKY
☐ LOUISVILLE

LOUISIANA
☐ ALEXANDRIA
☐ NEW ORLEANS
☐ SHREVEPORT

MAINE
☐ BANGOR

MASSACHUSETTS
☐ BOSTON
☐ SPRINGFIELD

MICHIGAN
☐ DETROIT
☐ GRAND RAPIDS
☐ KALAMAZOO
☐ LANSING
☐ SAGINAW

MINNESOTA
☐ DULUTH
☐ MINNEAPOLIS
☐ ST. PAUL

MISSOURI
☐ JOPLIN
☐ KANSAS CITY
☐ ST. JOSEPH
☐ ST. LOUIS
☐ SPRINGFIELD

NEBRASKA
☐ LINCOLN
☐ OMAHA

NEW JERSEY
☐ NEWARK
☐ TRENTON

NEW MEXICO
☐ ALBUQUERQUE

NEW YORK
☐ BROOKLYN
☐ BUFFALO
☐ ELMIRA
☐ JAMESTOWN
☐ NEW YORK
☐ ROCHESTER
☐ SYRACUSE
☐ TROY

NORTH CAROLINA
☐ ASHVILLE
☐ CHARLOTTE
☐ GREENSBORO
☐ RALEIGH

NORTH DAKOTA
☐ FARGO
☐ GRAND FORKS

OHIO
☐ CLEVELAND
☐ COLUMBUS
☐ MARION
☐ SPRINGFIELD

OKLAHOMA
☐ MUSKOGEE
☐ OKLAHOMA CITY
☐ TULSA

OREGON
☐ PORTLAND

PENNSYLVANIA
☐ CHESTER
☐ HARRISBURG
☐ JOHNSTOWN
☐ PHILADELPHIA
☐ POTTSVILLE
☐ SCRANTON
☐ WILLIAMSPORT

SOUTH CAROLINA
☐ COLUMBIA

SOUTH DAKOTA
☐ SIOUX FALLS

TENNESSEE
☐ CHATTANOOGA
☐ KNOXVILLE
☐ MEMPHIS
☐ NASHVILLE

TEXAS
☐ DALLAS
☐ FORT WORTH
☐ HOUSTON
☐ SAN ANTONIO
☐ TEXARKANA
☐ WACO

UTAH
☐ SALT LAKE CITY

VIRGINIA
☐ RICHMOND
☐ ROANOKE

WASHINGTON
☐ ABERDEEN
☐ SEATTLE
☐ TACOMA
☐ YAKIMA

WEST VIRGINIA
☐ HUNTINGTON

WISCONSIN
☐ EAU CLAIRE
☐ MILWAUKEE

Data Regarding Product, Packing, Storage Requirements, Etc.

(Fill out and mail to address on reverse side)

1. The Commodity .....

2. How packed (whether wood case, fibre cartons, barrel, drum, etc.)

3. Give dimensions of each size and style of package.

   Height .....

   Length .....

   Width .....

4. State how many different brands or styles and sizes of each.

5. Shipping weight of each package is .....

6. Approximate value per package $ .....

7. Will shipments to warehouses be in carload quantity? ☐ Yes ☐ No

8. Do you desire cartage quotations? .....

Name of Company .....

Street Address .....

City and State .....

Name of President .....

Name of Sales Manager .....

Name of Traffic Manager
or Executive in charge of shipping .....

Name of person filling out this questionnaire .....

Date .....

DETACH HERE FOR MAILING

Printed in U. S. A.

Date Due

END OF
TITLE